

INCENTIVES EFFECTS ON JOB PERFORMANCE AND MEDIATION OF MOTIVATION IN TOURISM INDUSTRY OF SAUDI ARABIA

ALKHALIEL ADEEB ABDULLAH S

A thesis submitted in fulfilment of the
requirements for the award of degree of
Doctor of Philosophy

International Business School
Universiti Teknologi Malaysia

FEBRUARY 2016

INCENTIVES EFFECTS ON JOB PERFORMANCE AND MEDIATION OF
MOTIVATION IN TOURISM INDUSTRY OF SAUDI ARABIA

ALKHALIEL ADEEB ABDULLAH S

A thesis submitted in fulfilment of the
requirements for the award of degree of
Doctor of Philosophy

International Business School
Universiti Teknologi Malaysia

FEBRUARY 2016

DEDICATION

This thesis is dedicated to my beloved mother, my lovely wife, my children, Abdullah and Danh, who sacrificed their precious time and love during my postgraduate studies.

ACKNOWLEDGEMENT

All praises and adoration belong to Allah for making this accomplishment a possibility. I would like to begin by expressing my appreciation to my supervisor Tan Sri Prof. Dr. Mohd Zulkifli bin Tan Sri Mohd Ghazali for his guidance in the course of my PhD programme. His contribution towards the successful completion of this thesis cannot be underestimated. I would also like to acknowledge the contribution of my co-supervisor Professor. Mohd. Hassan Mohd. Osman. At this juncture, I would also like to extend my warm appreciation to all academic staff at the International Business School at UTM for their support and constructive suggestions.

I would like to take this opportunity to express extend my appreciation to my late father, Professor Abdullah Alkhaliel, may Allah be pleased with him for his moral and spiritual support. Indeed, no amount of gratitude is enough to express my appreciation. I would also like to give my profound thanks to my mother, whose strong support has been so important to me during this difficult period. Although we are far away from each other, her memory remains with me while pursuing the programme. In addition, I wish to extend my appreciation and gratitude to my family for their patience and prayers for the successful completion of my programme.

ABSTRACT

The main objective of this study is to examine the direct influence of incentives and their indirect effects through the mediation of motivation and job satisfaction on job performance, as well as to examine the moderating effect of cultural competence. The study was developed based on Herzberg's Two-factor theory, which deals with the dual needs of employees; it argues that employee performance increases when the dual needs are fulfilled. The study therefore conceptualised that incentives (monetary and non-monetary) would fulfill the dual needs of employees in the tourism industry in Saudi Arabia, especially at a time when the country is struggling for economic diversification as a means of reducing dependence on oil. The designed incentives system may influence employees' motivation and job satisfaction thereby affecting job performance. Thus, it was hypothesised that incentives contribute directly to job performance and indirectly via mediation of employee motivation and job satisfaction. It was further hypothesised that cultural competence moderates the relationship between motivation, job satisfaction and job performance. The study employed a quantitative questionnaire approach and drew a sample of respondents 430 from hotels in the Makkah and Madinah regions and from the Saudi Commission for Tourism and Antiquities (SCTA) using a proportional stratified random sampling technique. The data were analysed using the Structural Equation Modelling Maximum Likelihood Estimation (MLE) technique. The study found significant parameter estimates in the relationship between monetary incentives and motivation as well as job satisfaction and also between non-monetary incentives and motivation as well as job satisfaction. However, mediation effects show that job satisfaction mediates the relationship between both monetary and non-monetary incentives and job performance. Similarly, moderating effects of cultural competence were also found in the relationship between motivation, job satisfaction and job performance. The study demonstrates that job satisfaction and cultural competence are good indicators of job performance and should be given priority attention for improving job performance of employees in the tourism sector.

ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik pengaruh langsung insentif dan kesan tidak langsungnya melalui pengantaraan motivasi dan kepuasan kerja terhadap prestasi kerja, serta menyelidik kesan penyederhanaan kecekapan budaya. Kajian ini dijalankan berdasarkan teori Dua Faktor Herzberg yang membincangkan dua keperluan pekerja. Beliau menegaskan bahawa prestasi pekerja meningkat apabila dua keperluan ini dipenuhi. Oleh itu, kajian berkonsepkan insentif ini (kewangan dan bukan kewangan) boleh memenuhi dua keperluan pekerja dalam industri pelancongan di Arab Saudi, terutamanya ketika negara sedang berusaha mempelbagaikan ekonominya sebagai cara bagi mengurangkan kebergantungan terhadap minyak. Sistem insentif yang direka boleh mempengaruhi motivasi pekerja dan kepuasan kerja dan dengan itu menjejaskan prestasi kerja. Oleh itu, hipotesisnya ialah insentif menyumbang secara langsung dan tidak langsung kepada prestasi kerja melalui pengantaraan motivasi pekerja dan kepuasan kerja. Hipotesis selanjutnya ialah kecekapan budaya menyederhanakan perkaitan antara motivasi, kepuasan kerja dan prestasi kerja. Kajian ini menggunakan pendekatan soal selidik kuantitatif terhadap 430 sampel responden daripada hotel di kawasan Mekah dan Madinah serta daripada Suruhanjaya Pelancongan dan Warisan Saudi menggunakan teknik pensampelan rawak berstrata. Data dianalisis dengan menggunakan teknik Penganggaran Kebolehjadian Maksimum, Pemodelan Persamaan Struktur. Kajian ini mendapati bahawa penganggaran parameter yang signifikan dalam hubungan antara insentif kewangan dengan motivasi, serta kepuasan kerja dan hubungan antara insentif bukan kewangan dengan motivasi serta kepuasan kerja adalah signifikan. Walau bagaimanapun, kesan pengantaraan menunjukkan bahawa kepuasan kerja mengantarai perkaitan antara insentif kewangan dan bukan kewangan dengan prestasi kerja. Kesan penyederhanaan kecekapan budaya juga didapati dalam perkaitan antara motivasi, kepuasan kerja dan prestasi kerja. Kajian menunjukkan bahawa kepuasan kerja dan kecekapan budaya merupakan penunjuk prestasi kerja yang baik dan patut diberikan keutamaan bagi meningkatkan prestasi kerja dalam sektor pelancongan.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xii
	LIST OF FIGURES	xiv
	LIST OF ABBREVIATIONS	xv
	LIST OF APPENDICES	xvi
1	INTRODUCTION	1
	1.1 Background of the Study	1
	1.2 Statement of the Problem	4
	1.3 Research Questions	8
	1.4 Research Objectives	8
	1.5 Significance of the Study	9
	1.6 Scope and Limitation of the Study	10
	1.7 Key Terms	11
	1.8 Conclusion	12
2	THE TOURISM INDUSTRY IN SAUDI ARABIA	14
	2.1 Introduction	14
	2.2 Global Tourism Industry	14
	2.3 Tourism Purposes	17
	2.4 Factors Influencing Tourism Development	18
	2.4.1 Heritage Product	18

2.4.2	Promotion	19
2.4.3	Infrastructure	20
2.5	Tourism Industry in the Middle East	20
2.6	Tourism Industry and Economic Development	22
2.7	Tourism in Saudi Arabia	23
2.7.1	Religious Travel	25
2.7.2	Business Tourism	26
2.7.3	Leisure/Holiday Tourism	27
2.7.4	Visits to Friends and Relatives (VFR)	27
2.7.5	Economic Contribution of Tourism to Saudi Arabia	28
2.8	Conclusion	28
3	LITERATURE REVIEW	30
3.1	Introduction	30
3.2	Monetary Rewards	30
3.3	Non-monetary Rewards	33
3.4	Motivation	36
3.4.1	Motivational Tools	38
3.5	Job Satisfaction	41
3.6	Background Theory: Herzberg's Two-Factor Theory (1966)	45
3.7	Job Performance	47
3.8	Cultural Competence	52
3.8.1	Types of Cultural Competence	53
3.8.2	Cultural Competence as a Model	54
3.9	Theoretical Framework	54
3.10	Empirical Studies Related to Herzberg's Theory	56
3.11	Relationships among the Variables	59
3.11.1	Monetary Incentives and Job Performance	59
3.11.2	Non-monetary Incentives and Job Performance	62
3.11.3	Monetary Incentives and Motivation	65
3.11.4	Monetary Incentives and Job Satisfaction	67
3.11.5	Non-monetary Incentives and Motivation	69
3.11.6	Non-Monetary Incentives and Job Satisfaction	71
3.11.7	Motivation and Job Performance	73

3.11.8	Job Satisfaction and Job Performance	74
3.11.9	Monetary Incentives, Motivation and Job Performance	76
3.11.10	Monetary Incentives, Job Satisfaction and Job Performance	78
3.11.11	Non-monetary Incentives, Motivation and Job Performance	79
3.11.12	Non-monetary Incentives, Job Satisfaction and Job Performance	80
3.11.13	Cultural Competence as Moderator	81
3.12	Conceptual Framework of the Study	89
3.12.1	The Conceptual Framework	90
3.13	Conclusion	93
4	RESEARCH METHODOLOGY	95
4.1	Introduction	95
4.2	Research Design and Justification	95
4.2.1	Topical Scope	97
4.2.2	Study Settings	97
4.2.3	The Context of Tourism in Saudi Arabia	97
4.2.4	Unit of Analysis	98
4.2.5	Time Horizon	99
4.3	Sampling Design	99
4.4	Population and Targeted Population	99
4.5	Sample Size and Sampling Technique	100
4.6	Data Collection Design	102
4.6.1	Measurement of Variables	102
4.6.1.1	Monetary and Non-monetary Questionnaire	102
4.6.1.2	Motivation	103
4.6.1.3	Job Satisfaction	104
4.6.1.4	Cultural Competence	104
4.6.1.5	Job Performance	104
4.6.1.6	Data Collection Techniques	105

4.7	Data Analysis and Interpretation	106
4.7.1	Structural Equation Modeling (SEM)	106
4.7.2	Justification for Using SEM	106
4.7.3	Model Indices	107
4.7.4	Research Ethical Considerations	107
4.8	Pilot Study	108
4.8.1	Population	108
4.8.2	Instrument	108
4.8.3	Results	109
4.8.3.1	Demographic Profile of the Respondents	109
4.8.3.2	Exploratory Factor Analysis	110
4.8.3.3	Correlations	114
4.9	Conclusion	115
5	RESULTS	117
5.1	Introduction	117
5.2	Demographic Variables	117
5.3	Confirming the Underlying Factors	119
5.3.1	Model Specification	119
5.3.2	Modelling Procedure	120
5.4	Confirmatory Factor Analysis (CFA)	120
5.4.1	Monetary Incentives	122
5.4.2	Non-monetary Incentives	123
5.4.3	Motivation	124
5.4.4	Job Satisfaction	125
5.4.5	Cultural Competence	126
5.4.6	Job Performance	127
5.5	Measurement Model	128
5.6	Assumptions of Multivariate Analyses	131
5.6.1	Normality	131
5.6.2	Outliers	131
5.6.3	Analysis of Psychometric Properties	131
5.6.3.1	Reliability of the Measures	132
5.6.3.2	Validity	132

5.7	Association between Variables	133
5.8	Analyses of the Proposed Structural Model	136
5.8.1	Model Specification	136
5.8.2	Model Evaluation	136
5.8.3	Modelling Procedure	137
5.9	Structural Model	137
5.9.1	Result of the Structural Model	138
5.9.2	Hypotheses Testing	139
5.9.3	Summary of the Results of Hypotheses Testing	143
5.10	Conclusion	144
6	DISCUSSION AND CONCLUSIONS	145
6.1	Introduction	145
6.2	Discussion of the Findings	145
6.2.1	Demographic Information of the Respondents	145
6.3	Independent and Dependent Variables	146
6.4	Independent and Mediating Variables	148
6.5	Mediating Variables and Job Performance	153
6.6	Mediation Effect	156
6.7	Moderation Effects	160
6.8	Conclusions	163
6.9	Recommendations	167
6.10	Strengths and Limitations of the Study	171
	REFERENCES	173
	Appendices A - C	211 - 227

LIST OF TABLES

TABLE NO.	TITLE	PAGE
3.1	Some reviewed literature involving variables in the study	58
3.2	Selected literature review on each variable of the study	85
3.3	Selected literature review on the relationship among the variables of the study	86
3.4	Selected literature review on the application of Herzberg theory	88
4.1	Distribution of Employees in SCTA and Hotels employees in Makkah and Madinah	100
4.2	Sample Size Distribution	101
4.3	Summary of the source of monetary and non-monetary incentive items	103
4.4	Summary of Instruments Used in the Questionnaire	105
4.5	Demographic Profile of the Respondents	109
4.6	Monetary Incentives	111
4.7	Non-monetary Incentives	112
4.8	Motivation	112
4.9	Job Satisfaction	113
4.10	Cultural Competence	113
4.11	Job Performance	114
4.12	Model Summary	114
4.13	Correlations among the Constructs	115
5.1	Demographic Profile of the Respondents	118
5.2	Regression Weights: (Group number 1 - Default model)	122
5.3	Regression Weights: (Group number 1 - Default model)	123
5.4	Regression Weights: (Group number 1 - Default model)	124
5.5	Regression Weights: (Group number 1 - Default model)	125

5.6	Regression Weights: (Group number 1 - Default model)	126
5.7	Regression Weights: (Group number 1 - Default model)	127
5.8	Regression Weights: (Group number 1 - Default model)	130
5.9	Summary of the Reliability of the Measures	132
5.10	Convergent and Discriminant Validity	133
5.11	Correlations	135
5.12	Regression Weights: (Group number 1 - Default model)	139
5.13	Mediating Effects	141
5.14	Moderating Effects	143
5.15	Summary of the Tested Hypotheses	143

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
2.1	Inbound Travellers Classification, adopted from UNWTO / UNSD WS Moldova, 29 June – 2 July 2010	18
3.1	Conceptually, Herzberg's theory (1966) argues that hygiene and motivating factors lead to higher motivation, that subsequently influences job performance	55
3.2	Herzberg's Two Factor Theory (1966)	55
3.3	Conceptual Framework	92
5.1	CFA for Monetary Incentives	122
5.2	CFA for Nonmonetary Incentives	123
5.3	CFA for Motivation	124
5.4	CFA for Job Satisfaction	125
5.5	CFA for Cultural Competence	126
5.6	CFA for Job Performance	127
5.7	Measurement Model	129
5.8	Structural Model	138

LIST OF ABBREVIATIONS

AMOS	-	Analysis of Moment Structure
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative fix index
EFA	-	Exploratory Factor Analysis
GFI	-	Goodness of Fit Index
MLH	-	Maximum Likelihood
RMSEA	-	Root Mean Square Error of Approximation
SCTA	-	Saudi Commission for Tourism and Antiquities
SEM	-	Structural Equation Modeling
SPSS	-	Statistical Package for Social Sciences
TLI	-	Tucker Lewis Index

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Arabic Version of the Questionnaire	211
B	English Version of the Questionnaire	218
C	Analysis Tables	226

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Human effort has been considered as one of the major resources crucial to organisational success in the new economic environment tagged, “the knowledge-based economy”, due to its importance as a factor of production (Oshikoya and Hussain, 1998; Mirghani, 2007). It is widely believed that the performance of employees can be improved when they are satisfied and motivated, and this can eventually help organisations to compete favourably within the industry, country and even globally (Judge, et. al., 2001; Pooja, 2006; Adrian, et. al., 2009).

However, while employees’ job performances vary across individuals based on their personal needs and wants, and are dynamic because they fluctuate over time (Boon, Fern, Sze, & Yean, 2012); motivational factors play an important role in increasing employee job performance, as satisfied employees, in return, can help in improving organisational performance (Ahmed et al., 2010).

The interaction between rewards, motivation and job satisfaction of employees is of great importance to the success of organisations, because they improve employees’ performance (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012; Stringer, et. al., 2011; Hutabarat, 2015). Organisations nowadays are striving to attract and retain talented employees because talented employees positively impact on the performance of organisations (Saleem, 2011). Consequently, organisations must devise an effective system that contributes to the development of attitudes among employees and will enhance their performance. It has been found that

monetary incentives such as promotion and bonuses enhance employees' performance and reduce turnover; furthermore, employees are loyal only when their wants and desires are satisfied (Saleem, 2011).

Assessing the association between rewards, motivation and job satisfaction in the tourism industry of the Kingdom of Saudi Arabia will be very useful as the country is struggling to diversify its economy so as to reduce the heavy dependence on oil. Efforts of authorities in Saudi Arabia to explore the potential of tourism are commendable. However, what remains unknown are the incentives that are effective in providing job satisfaction which will subsequently improve the performance of employees in the tourism sector and thereby help achieve the desired objective of economic diversification. Studies (e.g. Tayeh & Mustafa, 2011) have shown that the tourism industry has been identified as a priority area for investment. Tourism is viewed as a multifaceted experience with aspects that have positive economic and non-economic impacts on countries. Worldwide it accounts for approximately ten percent of the economic activity and it is regarded as one of the leading service industries, providing employment to a significant number of people. It is for this reason that many countries strive to explore tourism potentials. Studies (e.g. Khalil, Kakar and Walliullah, 2007) investigated the short run effect of tourism on economic development in Pakistan, and the findings indicate a strong positive correlation between tourism receipts and economic expansion.

Tourism contributes significantly to the gross domestic product (GDP) of the Kingdom, amounting to \$576, 824 billion in 2012 (www.tradingeconometric.com). Furthermore, the contribution of tourism is not limited to the boosting of foreign reserves; it equally provides employment, attracts foreign direct investment (FDI) and contributes to economic growth, all of which supplement foreign exchange earning through commodity trading, as well as financing importation of capital goods. According to reports by the World Travel and Tourism Council and Business Monitor International, inbound tourist arrivals to the country in 2010 stood at 12.9m and an average 6.7% year-on-year growth was forecasted until 2014. In 2014 it was expected these would be an estimated 16.7m inbound tourist arrivals to Saudi Arabia. More importantly, Saudi Arabia should give adequate consideration to the growing

domestic industry. The Saudi Commission for Tourism and Antiquities (SCTA) forecasts that domestic tourism will grow to a staggering 128m trips and 640m nights by 2019 (Young & Damrah, 2011). Ageli (2013) conducted a study on the effect of tourism expenditure on the economy of Saudi Arabia. The study used data from 1970 to 2012 and the findings show that there is positive relationship between tourism spending and economic growth in Saudi Arabia. The study concluded that development of the tourism sector would have a significant positive impact on the economic growth of Saudi Arabia.

Tourism remains one of the biggest industry in the world contributing tremendously to the global GDP. United Nations World Tourism Organisation (UNWTO, 2013) reported that travel and tourism contributions to the global gross domestic product (GDP) amounted to as much as of US\$2.1 trillion in 2012 and it is forecasted that by the 2023, travel and tourism; total economic contribution will be around 10.5 trillion USD in terms of GDP. In addition, in 2012 travel and tourism provided 101 million jobs (UNWTO, 2013) and it is projected that by the year 2023, 340 million in jobs will be created with an investment worth \$1.3 trillion. It is estimated that the entire contribution of travel and tourism in terms of direct, indirect and induced impact stood at 6.6 trillion USD in GDP in 2012 (WTTC, 2013). According to UNWTO (2013) world tourism barometer, international tourist arrivals reached 1.035 billion tourists in 2012, the first time that the number of tourists' arrivals reached that figure, exceeding the total arrivals in 2011 by more than 39 million tourists. Besides that, in terms of performance, South Korea, China, South Africa and Indonesia emerged as the highest performers in the world. However, Qatar, in the Middle East, is among the fastest growing countries in terms of travel and tourism's contribution to the GDP growth (WTTC, 2013).

Given the above narratives, tourism can be said to be a viable instrument for economic growth, and Saudi Arabia's income generating potential there from can be improved when incentives that enhance employee's job satisfaction and performance are explored. Empirical examination of the role of incentives to employees' job performance in this promising industry will be of great importance to the sector and to policy makers as they strive towards maximising employees' efforts in the

industry. Interactions in tourism are culturally diverse and that necessitates the inclusion of cultural competence as a moderating factor.

1.2 Statement of the Problem

In the current era, the tourism industry is one of the key sectors that bring substantial income for many countries. In Saudi Arabia, tourism contributes significantly to the economy, as about 6.3 million tourists arrive annually. The direct contribution of travel and tourism to GDP in 2012 was \$13.9 billion USD (SAR 521.1 billion), amounting to 2.2 percent of GDP (WTTC, 2013) and it is projected that by the year 2023 the direct contribution may reach to be \$ 22.3 billion (SAR 83.7 billion) with 4 percent growth rate per annum, contributing 2.4 percent of GDP (WTTC, 2013). Considering the contribution of tourism to Saudi Arabia, by 2020, it is expected that the tourism sector will provide \$23 billion USD (SR86 billion) in sales due to the arrival of international tourists and \$2.4 billion (SR 19 billion) in income; \$16 billion (SR60 billion) in value added and about 1.5 million jobs (Shaheen, 2009).

The World Travel and Tourism Council (WTTC, 2006) reported that the demand for travel and tourism in Saudi Arabia will grow by 5.1 percent annually between 2007 and 2016 in real terms. The arrival of visitors has increased from 6.3 million in year 2000 to 9.3 million in 2008 and by 2011 a growth rate of thirty five percent was recorded (Alamoudi, 2009). In addition, tourism provide 206,000 jobs directly in 2012, representing 2.3 percent of the total employment and it is projected that by year 2023 the number of jobs will increase by 14.4 percent to 235,000, representing 2.5 percent of the country's total employment (WTTC, 2013).

Tourism creates wider opportunities, promotes commercial activities and businesses of different sizes. The industry is expected to provide more employment opportunities and to make more impact on the economy, thereby helping to achieve the target objective of diversification when employees in the industry are motivated and satisfied. Motivation and job satisfaction remain essential elements that influence

employee job performance (Adrian, Adreas, et. al., 2009). Pinder (1998) sees motivation as forces that emanate from within the individual to influence the individual's direction, strength and determination. Motivation, either intrinsic or extrinsic, plays a significant role in organisations, though some have argued that intrinsic motivators are better motivators than extrinsic motivators. Studies (e.g. Bayt.com, 2009) found that good work-life balance, long term career growth opportunities and reputation are the main motivators in the Middle East. Meanwhile, Locke and Lathan (1976) perceived job satisfaction as a positive state of emotion emanating from one's job or job experience. It occurs when the job one does provides something that is regarded as important. Job satisfaction is a response to a situation, normally determined by how well the outcome exceeds or equates the expectations, in relation to attitudes associated with a job such as pay and promotion opportunities.

Herzberg (1966: p. x) argues: "the primary functions of any organisation, whether religious, political or industrial, should be to implement the needs of man to enjoy a meaningful existence". Herzberg considers "man in his totality" and identified a twin need that comprises avoidance of pain in the environment and the impulse "to determine, to discover, to achieve, to actualise, to progress, and to add to his existing" (Herzberg, 1966 p. 168). Apart from the twin needs identified by Herzberg, Galbraith (1977, p. 245) also asserts "organisations must design reward systems to remove the goal limitations to performance because they cannot rely upon the voluntary and spontaneous reaction of the behaviour which will produce the most effective task performance". These employees' needs and rewards system are vital to organisational function and survival in competitive environments. Therefore, for organisations to explore the best inputs of their employees that will in turn provide the best performance, they must pay attention to rewards and job satisfaction of their employees. Todes, Mckinney and Ferguson (1977) argue that the success or failure of motivation depends on the ability to match the needs of the people and the rewards that are appropriate for them.

Studies (e.g. Ahmed et al., 2010; Iaffaldano & Muchinsky, 1985; Igalens & Roussel, 1999; Jehanzeb et al., 2012; Peng, 2014; Saleem, 2011; Schlett & Ziegler,

2014; Tietjen & Myers, 1998 ; Yeh, 2013) have assessed the correlation between motivation, job satisfaction and performance. Chen, Zhao, Liu, and Wu (2012) reported that motivation is positively related to job satisfaction and integrating conflict management behaviour is positively related to innovation performance. In the same vein, Crossman and Abou-Zaki (2003) investigated the relationships between job satisfaction, individual job facets, socio-demographic variables and job performance in the Lebanese commercial banking sector and their study revealed that job satisfaction is significantly associated with job performance. Tzeng (2002) discovered that general job satisfaction, general job happiness, satisfaction with salary and promotion, were all factors that influenced job performance among nurses. While considering the effect of compensation efficiency on work motivation and job satisfaction in the cultural context of employment in France, Igalens and Roussel (1999) found that individualised compensation of employees can be a factor in work motivation.

Contrarily, Iaffaldano and Muchinsky (1985) conducted a meta-analysis on 74 empirical studies of relationship between job satisfaction and job performance, revealed that the correlation between job satisfaction and job performance was not significant, and they concluded that much of the variability in results obtained in previous research was due to the use of small sample sizes, and unreliable measurement of the constructs of satisfaction and performance.

Employee motivation and job satisfaction seem not to have been given the attention they deserve in Saudi Arabia. Suliamni (2006) suggests that for organisations in Saudi Arabia to meet the objectives of their business and high performance, they must employ strategies that would equip their staff to be productive and efficient, particularly through the training and development of staff. He further advocated that organisations in Saudi Arabia should focus on employees' job satisfaction in order to meet their objectives, and argued that the old management practices and approaches need to be revisited to achieve organisational objectives via employee job performance.

Studies involving motivation and job satisfaction in Saudi Arabia in general, remain limited in number and the few available (e.g. Yousif, (n.d), Al-Dala, 2003, Bayt.com, 2009 and Al-Aamer, 2011) focus on sectors other than tourism. Most studies within the tourism sector focus on 1) the impact of tourism on economic development e.g. Bokhari (2008) who revealed the positive impact of Islamic pilgrimage on GDP, real income, exports and import; 2) the attitude of the tourists e.g. Seddon and Khoja (2003) who studied Saudi patterns and attitudes of Saudi families, found that Saudi families have the means and willingness to support future protected areas for tourism development; 3) medical tourism e.g. Khan and Alam (2014) who discovered that medical tourism contributed 33 billion Sterling Pound annually with the arrival of 37 million tourists on health related trips; 4) Islamic pilgrimage e.g. Ahmed (1992) who examined Islamic pilgrimage as an international tourism activity. Very few studies (e.g. Almutairi, Moradi, Idrus, Emami and Alanazi (2013) studied employees in the tourism sector in Saudi Arabia, especially in relation to job satisfaction and job performance. Almutairi et al., (2013) discovered a positive and significant relationship between job satisfaction and job performance in employees in five star hotels. The importance of assessing incentives, job satisfaction and performance in the tourism sector of Saudi Arabia especially to gain better understanding of the extent to which incentives, job satisfaction and cultural competence contributes towards job performance cannot be underestimated. Identifying the role of these factors among employees of the tourism industry would provide important insights to make the sector more functional and effective for the intended diversification. The shift from technical and relational skills in predicting performance to other performance predictors (Johnson Lenartowicz & Apod, 2006) such as cultural competence adds more weight to the demand for the investigation. Therefore, the purpose of the study is to assess the effect of incentives on employees' job performance and the mediating effect of motivation, job satisfaction as well as the moderating effect of cultural competence.

1.3 Research Questions

In order to address the issues relating to research problem that is the focus of this study, the following research questions need to be answered

- 1) To what extent do monetary and non-monetary incentives influence job performance?
- 2) Do the two types of incentives influence motivation?
- 3) Do the two types of incentives influence job satisfaction?
- 4) To what extent do motivation and job satisfaction influence job performance?
- 5) Does motivation mediate the relationship between the two types of incentives and job performance?
- 6) Does job satisfaction mediate the relationship between the two types of incentives and job performance?
- 7) Does cultural competence moderate the relationship between job satisfaction and job performance?
- 8) Does cultural competence significantly moderate the relationship between motivation and job performance?

1.4 Research Objectives

The main purpose of this study is to examine the effect of monetary and non-monetary incentives on job performance through the mediating roles of motivation and job satisfaction among the employees in the tourism industry in Saudi Arabia. The specific objects of the study are as follows:

- 1) To examine the extent to which monetary and non-monetary incentives influence job performance.
- 2) To determine the impact of the two incentives on motivation.
- 3) To estimate the impact of the two incentives on job satisfaction.
- 4) To examine the impact of motivation and job satisfaction on job performance.

- 5) To assess the extent to which motivation mediates the relationship between the two types of incentives and job performance.
- 6) To determine the extent to which job satisfaction mediates the relationship between the two types of incentives and job performance.
- 7) To assess the moderating effects of cultural competence on job satisfaction and job performance.
- 8) To examine the moderating effects of cultural competence on the relationship between motivation and job performance.

The above objectives shall be to validate the proposed model based on Herzberg's two-factor theory in order to examine the effect of monetary and non-monetary motivation incentives on job performance through job satisfaction and motivation in the tourism industry of Saudi Arabia.

1.5 Significance of the Study

A study involving the tourism industry in Saudi Arabia is a timely development especially when the country is striving to diversify its economy through tourism. The country is attempting to utilise its vast tourism potentials to introduce wider economic benefits into the economy, while at the same time maintaining its cultural heritage.

Theoretically, the study will provide significant contributions regarding the effect of monetary and non-monetary incentives on job satisfaction and motivation, thereby, supporting theoretical provisions put forward by Herzberg. Similarly, the study will provide new findings for the literature regarding monetary and non-monetary incentives, job satisfaction, motivation and their relationships with job performance. Practically, the study is important to the tourism industry, especially now that the Kingdom of Saudi Arabia (KSA) is trying to tap the potentials in the tourism industry as a way of diversifying to enhance economic development. Therefore, this study will provide empirical knowledge regarding the power of incentives to enhance job performance through job satisfaction and motivation.

Similarly, the findings of the study will help the tourism industry in Saudi Arabia develop ways to satisfy the needs of the employees and gauge the efficiency of the existing reward system in the tourism industry. In addition, the study will provide an input regarding the moderating role of cultural competence towards not only achieving job performance but also enhancing its effectiveness in the tourism industry.

This study is of importance to policy makers and tourism industry administrators, as it will identify the effects of monetary and non-monetary incentives on shaping the behaviour of employees towards job performance. A model that examines monetary and non-monetary incentive will be derived to help improve employees' motivation, job satisfaction and job performance. In addition, the study will be a source of information for policy makers in order to improve the sector through employees' efforts, thereby, assisting the sector to function as expected in the area of economic growth. Specifically, the output of the study will help in formulating policies that will promote the well being of employees in the tourism industry, hence, contributing to achievement of the objective of economic diversification.

1.6 Scope and Limitation of the Study

The study focuses on the tourism industry in Saudi Arabia. Respondents for the study are employees in the tourism industry, specifically from the Saudi Commission for Tourism and Antiquities (SCTA) and hotels. More specifically, the study will consider employees in all departments of the SCTA, while in the hotel sector, employees in service and marketing departments are chosen. The study is limited to the effects of monetary and non-monetary incentives, motivation, and job satisfaction with the moderating effect of cultural competence in predicting job performance among employees. Although, the study covers staff of SCTA representing the entire kingdom, for the hotels, the focus is on the Makkah and Al-Madinah regions due to the high concentration of tourists to the Kingdom.

1.7 Key Terms

Monetary incentives

Monetary incentives are “set to satisfy basic human needs, encouraging workers to do their best of work performed, the recruitment of their capabilities and increase the level of their competences such as salary, bonuses, allowances, profit sharing and rewards” (Lawzi, 1995).

Non-monetary incentives

Non-monetary rewards are defined as “incentives that carry no monetary value and examples include verbal recognition and feedback, increased responsibilities, work-life balance, opportunities for professional growth, and other non-financial rewards” (Dewhurst, Guthridge, and Mohr, 2009).

Motivation

Motivation is a “the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively” (Buford, Bedeian & Lindner, 1995).

Intrinsic motivation

Intrinsic motivation refers to (a) participation in an activity purely out of curiosity, that is, for a need to know about something; (b) the desire to engage in an activity purely for the sake of participating in and completing a task; and (c) the desire to contribute (Dev, 1997).

Extrinsic motivation

Extrinsic motivation is defined as a “construct that pertains whenever an activity is done in order to attain some separable outcome” (Ryan & Deci, 2000).

Job Satisfaction

"A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976).

Job Performance

Job performance is “behaviours or actions that are relevant to the goals of the organisation” (McCloy, Campbell and Cudeck, 1994).

Tourism

“Comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited” (WTO) (<http://torch.linkbc.CA/torch/downs1>).

Cultural Competence

Cultural competence refers to the attitude, knowledge and skills necessary for providing quality care to diverse populations (California Endowment, 2003).

1.8 Conclusion

This chapter has described the background of the study, the problem statement, research objectives and research questions. Other aspects of the chapter include the significance of the study, and operational definitions of terms used in the study. In general, the chapter lays the foundation for the thesis describing how monetary and non-monetary incentives impact on job satisfaction to affect job performance.

Specifically, it relied on the Herzbergs’ dual needs theory, the study focused on investigating the effects of monetary and non-monetary incentives on job performance directly, and indirectly through mediation of motivation and job satisfaction as well as moderating effect of cultural competence in the relationship between motivation, job satisfaction and job performance. The chapter also highlighted that the government of Saudi Arabia should give adequate attention to the growing interest of domestic tourism in the Kingdom to boost the economy.

Finally, even though the study is limited to the employees of hotels in Makkah and Al-Madinah regions and Saudi Commission for Tourism and Antiquities (SCTA), it provided insights to the government on how job satisfaction of employees could result in increased job performance. The next chapter discusses the tourism industry from global perspectives, tourism in the Middle East and finally, tourism in Saudi Arabia as well as its economic contribution to the kingdom.

REFERENCES

- Abejirinde, A.A. (2009), Motivation and Workers Performance within Public and Private Enterprises in Nigeria, *Lapai International Journal of Management and Social Sciences*, 2 (2), 101-112.
- Academy of Management Review (2004), 29 (3).
- Accor Presentation (February, 2007). Approach to the Middle Easter Travel Market – Presentation to Trends and Challenges in Middle East Travel Conference.
- Across, R. (2005). *Psychology, the science and mind and behaviour*. London: Dubai for Hodder Arnold Euston.
- Adeogun, J. (2008). Will monetary motivation lead to an increase in job performance and job satisfaction? A study at Multicultural for-profit institutions of higher learning. A Dissertation submitted to the School of Business and Entrepreneurship Nova Southeastern University.
- Adeogun, J. (2010). Monetary motivation, performance and job satisfaction. *Journal of Applied Management and Entrepreneurship*, 15(3), 118-120.
- Agarwal, A. (2008). Employee motivation. Accessed on 20th November, 2012 at <http://ezinearticles.com>.
- Ageli, M. M. (2013). Tourism economics in Saudi Arabia: PP-VAR Approach. *Asia Journal of Business and Management* ,1(1), 21-27.
- Aghdaie, S. F. A., & Momeni, R. (2011). Investigating effective factors on development of tourism industry in Iran. *Journal of Asian Social Science* , 7(12) , 98-109.
- Aguinis, H., Joo, H., & Gottfredson, R.K. (2013). What monetary rewards can and cannot do: How to show employees the money. *Business Horizon*, 56(2), 241-249.

- Agwu, M. O. (2013). Impact of fair reward system on employees' job performance in Nigerian Agip Oil Company limited Port Harcourt. *British Journal of Education, Society and Behavioural Science* ,3(1), 47-64.
- Ahmad, K. Z., & Bakar, R. A. (2003). The association between training and organisational commitment among white-collar workers in Malaysia. *International Journal of Training and Development* , 7(3), 166-185.
- Ahmad, M., Raza, K., & Shahid, R. N. (2012). Causes of Increasing Demand of Employess Outsourcin and Its Impact on Pakistan Business. *International Journal of Learning & Development*, 2(3), 294-312.
- Ahmed, I., Nawaz, M. M., Iqbal, N., Ali, I., Shaukat, Z., & Usman, A. (2010). Effects of Motivational Factors on Employees Job Satisfaction a Case Study of University of the Punjab, Pakistan. *International Journal of Business and Management*, 5(3), 70-80.
- Ahmed, Z. U. (1992). Islamic pilgrimage (Hajj) to Ka'aba in Makkah (Saudi Arabia): An important International activity. *Journal of Tourism Studies* ,3(1), 35-43.
- Airoidi, D. M. (2006). Employment matters. *Incentive*, 180(8).
- Akerlof, G. A. (May, 1984). Gift exchange and efficiency-wage theory: Four views. *American Economic Review*, 74(2),79-83.
- Aktar, S., Sachu, M. M., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks in Bangladesh: An empirical study. *IOSR Journal of Business and Management* ,6 (2), 9-15.
- Al-Aamer (2011). The role of incentives in improving the performance of policeman-a study on the officers working in the Directorate of Public Security in Riyadh. A master's thesis submitted to Naif Arab University for Security Sciences.
- Al-Ahmadi, H. (2009).Factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22(1), 40-54.
- Al-Dalah, S. D. (2003). Promotions effects on MDs at Security forces Hospital in Riyadh. A master's thesis submitted to Naif Arab University for Security Sciences.

- Al-Nsour, M. (2012). Relationship between incentives and organisational performance for employees in the Jordanian University. *International Journal of Business and Management*, 7(1), 78-89.
- Al-Wabel, (2005). The role of material and spiritual incentive in upgrading the staff performance level as per the perspective of the Public Security Corpse officers participating in Hajj season. A master's thesis submitted to Naif Arab University for Security Sciences.
- Al-Zoubi, M. (2012). The shape of the relationship between salary and job satisfaction: A field study. *Far East Journal of Psychology and Business*, 7(3), 1-12.
- Alam, M. S., Shaheed, A. A., Sahabuddin, M. & Akter, S. (2013). Relationship between employee recognition and employee contribution in service industry. *International Journal of Business and Marketing Management*, 1(1), 1-8.
- Alamoudi, R. H. (2009). Resource use, waste and total productivity management in Saudi Arabia hotel industry. *International Journal of Basic and Applied Sciences*, 9(10), 43-54.
- Alchian, A. A. & Demsetz, H. (1972). Production information cost and economic organisation. *American Economic Review*, 57, 777-795.
- Aldwin, C. M. (1994). Stress, coping, and development: An integrative perspective. New York: Guilford.
- Ali, A., & Akram, M. N. (2012). Impact of financial rewards on employees' motivation and satisfaction in pharmaceutical industry, Pakistan. *Global Journal of Management and Business Research*, 12(17), 44-49.
- Ali, R., and Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5(4), 270-279.
- Allen, L. (1986). *The Allen Manager's seminar: Effective management series*. Louis Allen Associates, Park wood.
- Allen, R. S., & Helms, M. M. (2002). Employee perceptions of relationships between strategy rewards and organisational performance. *Journal of Business Strategies*, 19(2), 115-139.
- Almutairi, D. O., Moradi, E., Idrus, D., Emami, R., & Alanazi, T. R. (2013). Job Satisfaction and Job Performance: A Case Study of Five-Star Hotels in Riyadh, Saudi Arabia. *World Journal of Social Sciences* 3(1), 27 – 37.

- Alonso, P. & Lewis, G. B. (2001). Public service motivation and job performance: Evidence from federal sector. *The American Review of Public Administration*, 31(4), 363-380.
- Amabile, T. M., & Kramer, S. J. (2010, January-February). What really motivates workers. Understanding the power of progress. *Harvard Business Review*, Breakthrough Ideas for 2010, 44.
- Andre' de Waal, & Jansen, P. (2013). The bonus as hygiene factor: the role of reward systems in the high performance organization. Evidence-based HRM: *A Global Forum for Empirical Scholarship*, 1(1), 41-59.
- Annie E. Foundation (2006). Cultural competence in workforce development: The Job Initiative Experience: A Report.
- Ans, S., Van Dyne, L., Koh, C., & Ng, K. Y. (2004). The measurement of cultural intelligence. Paper presented at the Cultural Intelligence Symposium at the Academy of Management Meeting, New Orleans, LA.
- Anthony, R. & Govindarajan, V. (2007), *Management Control Systems*, 12th ed., Irwin, Singapore.
- Antomioni, D. (1999), What motivates middle managers? *Journal of Industrial Management*, 41(6), 27-30.
- Appelbaum, S., & Kamal, R. (2010). An analysis of the utilization and effectiveness of non-financial incentives in small business. *Journal of Management Development*, 19 (9), 733-763.
- Armstrong, M., & Murlis, B. (2004). Demand Performance for Benefits. *Workforce*, 79, 42-6.
- Arshadi, N. (2010). Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia Social and Behavioral Sciences*, 5, 1267-1272.
- Artz, B. (2008). Firm size, performance pay and job satisfaction. *Labour*, 2 (2), 315-343.
- Atkinson, A. A., Banker, R., Kaplan, R. S., & Young, S. M. (2001). *Management accounting* (3rd ed.). Upper Saddle River, NJ: Prentice-Hall.
- Avery, G.C. (2004), *Understanding Leadership: Paradigms and Cases*. Sage, London.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*, 3 (4), 77-86.

- Babbie, E. & Rubin, A. (2005). *Research methods for social work* (5th ed.). Belmont, CA: Brooks/Cole.
- Bagashawe, A. (2011). *How to improve motivation*. Ventus Publication Ap S. Retrieved 25th April, 2013 from [www. Bookboon.com](http://www.Bookboon.com).
- Baibaita, I. S. (2010). An Appraisal of Employee Motivation in the Nigerian Banking Industry. *Lapai Journal of Management Sciences*, 1(1), 25-39.
- Bailey, C. D., & Fessler, N. J. (2011). The mediating effect of task complexity and task attractiveness on the impact of monetary incentives in repeated tasks. *Journal of Management Accounting Research*, 23(1), 189-210.
- Ballentine, A., McKenzie, N., Wysocki, A., & Kepner, K. (2012). The Role of Monetary and Non-Monetary Incentives in the Workplace as Influenced by Career Stage accessed from <http://edis.ifas.ufl.edu>.
- Balmer, S., & Baum, T. (1993). Applying Herzberg's hygiene factors to the changing accommodation environment. *International Journal of Contemporary Hospitality Management*, 5(2), 32–35.
- Barton, A. D. (2000), Accounting for public heritage facilities – assets or liabilities of the government?. *Accounting, Auditing & Accountability Journal*, 13(2), 219-236.
- Barzoki, A. S., Attafar, A., & Jannati, A. R. (2012). An analysis of factors affecting the employees motivation based on Herzberg's Hygiene factors theory (The study: Golpayegan City Saip Corporation Industrial Complex's staff). *Australian Journal of Basic and Applied Science*, 6 (8), 115-123.
- Bassett-Jones, N., & Lloyd, G. C. (2005). Does Herzberg's motivation theory have staying power?. *Journal of Management Development*, 24(10), 929-943.
- Bayt.com, (September, 2009). Majority of UAE's professionals motivated to work despite the recession. A research by Bayt.com and YouGov.
- Berberian, J. N. (2008). The impact of a non-monetary reward programme on employee job satisfaction. A dissertation submitted to Graduate School of Education, Pepperdine University.
- Beyond Oil: Reappraising the Gulf States – 31st January 2007 <http://yaleglobal.yale.edu/display.article?id=8690>.
- Bhatia, A. K. (1983). *Tourism development: principles & practice*, 2nd Edition. Sterling Publishers Private Limited.

- Bhutia, S. (2014). The Role of tourism for human resource development in Darjeeling District of West Bengal, India. *Journal of Tourism and Hospitality Management*, 2(1), 113-128.
- Bianca, A. (2013). Employee attitude vs job performance. Accessed on 4th June, 2013 from www.workchron.com.
- Biswas, S., & Varma, A. (2012). Antecedents of employee performance: an empirical investigation in India. *Employee Relations*, 34 (2), 177-192.
- Blanchard, S., & Witts, D. (2009). Best practices in employee motivation. Accessed on 15th July, 2013 at <http://www.buzzle.com>.
- Bokhari, A.A H. (2008). Economic impacts tourism in the Kingdom of Religious of Saudi Arabia. A Thesis submitted to the Bradford Centre for University International of Development Bradford.
- Boon, L. K., Fern, Y. S., Sze, C. C., & Yean, O. K. (2012). *Factors affecting individual job performance*. Paper presented at the International conference on management, economics and finance (icmef 2012) proceeding, Hilton hotel, kuching, Sarawak, Malaysia.
- Borghens, L., Meijers, H., & Weel, B. (2013). The importance of intrinsic and extrinsic motivation for measuring IQ. *Economic of Education Review*, 34, 17-28.
- Bowen, D.E., Ledford Jr., G.E., & Nathan, B.R. (1991). Hiring for the organisation, not the job. *Academy Management Executive*, 5(4) 35–51.
- Bowling, N. A. (2007). Is the job satisfaction and job performance relationship spurious? A meta-analytic examination. *Journal of Vocational Behaviour*, 71(2), 167-185.
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2013). Employee recognition and performance -A Field Experiment ZEW-Centre for European Economic Research Discussion Paper, 13-17.
- Brief, A.P., & Motowidlo, S.J. (1986), "Prosocial organisational behaviours", *Academy of Management Review*, 11(4), 710-725.
- Brown, S.P., & Leigh, T.W. (1996), "A new look at psychological climate and its relationship to job involvement, effort, and performance", *Journal of Applied Psychology*, 81(4), 358-68.

- Brownell, P. ,& McInnes, M. (1986). Budgetary participation, motivation and managerial performance. *The Accounting Review*, 61(4), 587-600.
- Buchanan, D., & Huczynski, A. (1997). *Organisational Behaviour: An Introductory Text*. (3rd ed). London:Prentice Hall.
- Buford, J. A., Jr., Bedeian, A. G., & Lindner, J. R. (1995). *Management in Extension* (3rd ed.). Columbus, Ohio: Ohio State University Extension.
- Byrne, B. M. (2001). Structural equation modeling with AMOS, EQS, and LISREL: Comparative approaches to testing for the factorial validity of a measuring instrument. *International Journal of Testing*, 1(1), 55-86.
- Byrne, B. M. (2010). *Structural Equation Modeling with Amos: Basic Concepts, Application and Programming* (2nd. Ed.). New York: Roulledge.
- California Endowment (2003). Principles and recommended standards for cultural competence education of healthcare professionals: Woodland, CA.
- Cameron, J., & Pierce, D.W. (1997). Rewards, interest and performance: an evaluation of experimental findings. *American Compensation Association Journal*, 6, 6-15.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organisational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organisational Psychology* (pp. 687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Carette, B., Ansel, F., & Lievens, F. (2013). Does career timing challenging job assignment influence the relationship with in-role job performance? *Journal of Vocational Behaviour*, 83, 61-67.
- Carlopio, J., Andrewartha, G., & Armstrong, H. (2001), *Developing Management Skills*, 2nd ed., Pearson Education, Frenchs Forest.
- Casuneanu, C. (2011). The Romanian employee motivation: An empirical analysis of Herzberg model. *International Journal of Mathematical Models and Methods in Applied science* ,5 (5), 931-938.
- Celik, M. (2011). A theoretical approach to the job satisfaction. *Polish Journal of Management Studies*,4, 7-15.
- Çelik, M. (2011). Atheoretical approach to the job satisfaction. *Polish Journal of Management Studies*, 4.

- Cetin, I. (2013). Motivation and its impact on labour productivity at hotel business: A conceptual study. *International Journal of New Trends in Arts, Sports and Science Education* , 2(1), 70-79.
- Chakravarthy, B. S. (1986). Measuring Strategic Performance. *Strategic Management Journal*, 7(3), 437-458.
- Charity A. E., & Timinepere, C. O. (2011). The effects of monetary and non-monetary rewards on the employees' performance In manufacturing firms In Rivers State, Nigeria. *Journal of Sociology, Psychology and Anthropology in Practice*, 3(1).
- Chau, T. (1980). Woman executives in Hong Kong. *Hong Kong Manager*, 8-12.
- Cheema, E., Shujaat, S., & Alam, R. (2013). Impact of Non-monetary Rewards on Employees' Motivation: a Study of Commercial Banks in Karachi. *Journal of Management and Social Sciences* . 9(2), 23-30.
- Chen, F. F., Sousa, K. H., & West, S. G. (2005). Testing measurement invariance of second-order factor models. *Structural Equation Modelling* ,12(3), 471-492.
- Chen, X.-H., Zhao, K., Liu, X., & Wu, D. D. (2012). Improving employees' job satisfaction and innovation performance using conflict management. *International Journal of Conflict Management*, 23(2), 151-172.
- Cheng,H.(1995). 'Assessing the Importance of Employee Motivation in the Hotel Industry in Taipei, Taiwan'. Unpublished Master's Thesis, University of Wisconsin-Stout, United States.
- Chiang, F. F. T., & Birtch, T. A. (2010). Pay for performance and work attitudes: The mediating role of employee-organisation service value congruence. *Journal of Hospitality Management*,29, 632-640.
- Chiem, B., Lainez, M., Miranda, E., Tang, H. A., & Tarango, A. (2012). Employee motivation. Accessed on the 5th June, 2013 at www.ebookbrowse.com.
- Christen, M., Iyer, G., & Soberman, D. (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory, *Journal of Marketing*, 70, 137-150.
- Chughtai, A. A. (2008). Impact of Job Involvement on In-Role Job Performance and Organisational Citizenship Behaviour. *Institute of Behavioural and Applied Management*, 9(2), 169-183.
- Clark, R.M. (2009). Are we having fun yet? Creating a motivating work environment. *Industrial and Commercial Training*, 41(1), 43-46.

- Condly, S. J. Clark, R. E., & Stolocitch, H. D. (2003). The effects of incentives on work place performance. A meta-analytic review of research studies. *Performance Improvement Quarterly*, 16 (3), 7-24.
- Contiu, L. C. Gabor, M. R., & Oltean, F. D. (2012). Employees motivation from a cultural perspective-a key element of the hospitality industry competitiveness. *Procedia Economics and Finance*, 3, 981-986.
- Cook. R. A, Yale, L. J., Marqua, J. J. (2006). *Tourism the Business of Travel*. 3rd Edition. Perason, Prentice Hall.
- Coomber, B., & Barribal, K. L. (2007). Impact of job satisfaction components on intent to have and turnover for hospital nurses: a review of the research literature. *International Journal of Nursing Studies*, 44 (2), 297-314.
- Cooper, C. Fletcher, J. Gilbert, D. Wanhill, S. (1993). *Tourism Principles and Practice* 1st edition.
- Cross, T. L., Bazron, B. J., Dennis, K. W., & Isaac, M. R. (1989). Towards a culturally competent system of care. Volume 1 Washington, DC: National Technical Assistance Centre for children's Mental Health. Georgetown University Child Development Centre.
- Crossman, A., & Abou-Zaki, B. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4), 368-376.
- Cultural competence Research. Accessed on 23rd September, 2013 from www.londondeanery.ac.uk
- Cummings, K. (1970) Job satisfaction and Performance. *Journal of Social Psychology*, 141(5), 541-563.
- Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business Management*, 5(2), 159-167.
- Dar, A. T., Bashir, M., Ghazanfar, F., & Abrar, M. (2014). Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance. *International Review of Management and Marketing*, 4(3), pp.224-238.
- Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's two factor theory in assessing and understanding employee motivation at work: A

- Ghanian Perspective. *European Journal of Business and Management* , 3(9), 1-8.
- Davolt, S. (2006, June). Recognition programs generate big bang for benefit bucks. *Employee Benefit News*, 72.
- Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology* ,18(1), 105-115.
- Deci, E. L. (1972). The effects of contingent and non-contingent rewards and control on intrinsic motivation. *Organisational Behaviour and Human Performance*, 8(2), 217-229.
- Deci, E. L. (2005). Self determination theory and work motivation. *Journal of Organisational Behaviour*, 26(4), 331–362.
- Deci, E. L. and Ryan, R.M. (2008), “Facilitating optimal motivation and psychological well-being across life’s domains”, *Canadian Psychology*, 49(1), 14-23.
- Deeprase, D. (1994). *How to recognise and reward employees*. New York: AMACOM.
- Delic, A. Kozarevic, E. Peric, A. & Civic, B. (August, 2014). The Monetary and Non-Monetary Incentives Impact on Job Satisfaction: Evidence from Bosnia and Herzegovina Banking Sector. *Proceedings of Annual Paris Business and Social Science Research Conference*, 7-8.
- Depedri, S. Tortia, E. Carpita, M. (2010). Incentives, job satisfaction and performance: Empirical Evidence in Italian Social Enterprises. European Research Institute on Cooperatives and Social Enterprises Working Papers N. 012/10
- Dessler, G. (2011). *Human Resource management*. (12th ed.). Prentice-Hall, USA.
- Dewhurst, M., Guthridge, M., & Mohr, E. (2009). Motivating people: Getting beyond money. *McKinsey Quarterly*, 1,12-15.
- Diamantopoulos, A., & Siguaw, J.A. (2000), *Introducing LISREL*. London: Sage Publications.
- Dimba, B. A. & Rugimbana, R. (2013). An assessment of the moderating role of employees’ cultural orientations amongst foreign manufacturing multinational companies in Kenya. *SA Journal of Human Resource Management/SA 11(1)* <http://dx.doi.org/10.4102/sajhrm.v11i1.453>.

- Dimoska, T. (2008) .sustainable tourism development as a tool for eliminating poverty facta universitatis series: *Economics and Organisation* ,5(2),173 – 178.
- Drago, R., Estrin, S., & Wooden, M. (1992), Pay for Performance Incentives and Work Attitudes, *Australian Journal of Management*, 17, 217-232.
- Drucker, P. F. (1954). *The practice of management* (1st ed.). New York: Harper.
- Earley, P. C. & Ang, S. (2003). *Cultural intelligence: Individual interaction across cultures*. Stanford: Stanford University Press.
- Eccles, R. G., Ioannnous, I., Li, S., & Serafarin, G. (2012). Pay for environmental performance: The effect of incentive provision on carbon emission. Working paper 13-043, Harvard Business School.
- Emmanuel, C.R., Komis, G., & Slapnicar, S. (2008). The effects of intrinsic and extrinsic rewards on perceptions of middle level managers. Research Executive Summaries, Series ,4 (4),1-7.
- Erbasi, Ali., & Arat, T. (2012). The effect of financial and non-financial incentives on job satisfaction. An examination of food chain premises in Turkey. *International Business Research*, 5(10), 136-145.
- Eren, S. S., Eren, M. S., Ayas, N., & Hacioglu, G. (2013). The effect of service orientation on financial performance: The mediating role of job satisfaction and customer satisfaction. *Procedia - Social and Behavioral Sciences* ,99,665 – 672.
- Eriksson, T., & Villeval, M.C. (2008). Other-regarding preferences and performance pay – An Experiment on Incentives and Sorting, *Journal of Economic Behaviour and Organisation*, 68, 412-421.
- Falk, A., & Kosfeld, M. (2006), The Hidden Cost of Control, *American Economic Review*, 96(5), 1611-1630.
- Farrell, A. M., & Rudd, J. M. (2009). Factor analysis and discriminant validity: A brief Review of some practical issues. Anzumac.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior research methods*, 41(4), 1149-1160.
- Flynn, G. (1998). Is your recognition program understood? *Workforce*, 77(7),30-35.

- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
- Fox, J. (2002). Structural Equation Models, Appendix to an R and S-Plus Companion to Applied Regressions, accessed on 5th September, 2013 at <http://cran.r-project.org/doc/contrib/Fox-Companion/appendix-sems.pdf>.
- Frey, B. S. (1997). *Not just for the money: An economic theory of personal motivation*. Cheltenham, UK: Edward Elgar Publishing.
- Funmilola, O., Sola, K. T., & Olusola, A. G. (2013). Impact of job satisfaction dimensions on job performance in a small and medium enterprises in Ibadan, Southwestern, Nigeria. *Interdisciplinary Journal of Contemporary Research in Business*, 4 (11), 509-521.
- Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2005). Personality, motivation and job satisfaction: Hertzberg meet the big five. *Journal of Managerial Psychology*, 24 (8), 765-779.
- Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of Managerial Psychology*, 24(8), 765-779.
- Gagn, M., & Dev, P. C. (1997). Intrinsic motivation and academic achievement. *Remedial and Special Education*, 18(1), 12-19.
- Gagne, M., & Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organisational Behaviour*, 26(4), 331-62.
- Gagne, M., Forest, J., Gilbert, M., Aube, C., Morin, E., & Malorni, A. (2010). The motivation at work scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70 (4), 628-646.
- Galanou, E., Georgakopoulos, G., Sotiropoulou, I., & Dimitris, V. (2010). The effect of reward system on job satisfaction in an organizational chart of four hierarchical levels: a qualitative study. *Canadian Social Science*, 6 (5), 102-123.
- Galbraith, R. (1977). *Organisation*. Addison-Wesley Publication company.
- Gallegos, J. S., Tindall, C. & Gallgos, S. A. (2008). The need for advancement in conceptualization of cultural competence. <http://journals.iupui.edu/index.php/advancesinsocialwork/article/download/214/190>. Accessed on the 17th September, 2013.

- Garg, P., & Rastogi, R. (2006). New model of job design: Motivating employees' performance. *Journal of Management Development*, 25(6), 572–587.
- Garg, P., & Rastogi, R. (2006). New model of job design: motivating employees' performance. *Journal of management Development*, 25(6), 572-587.
- Gay, L. R., & Airasian, P. W. (2000). Educational research: Competencies for analysis and application.
- Gazi, S. R., Shahzada, G., & Khan, S. M. (2013). Resurrecting Herzberg's two factor theory: An Implication to the university teachers. *Journal of Educational and Social Research*, 3 (2), 445-451.
- George, J. M., & Brief, A.P. (1992), "Feeling good-doing good: a conceptual analysis of the mood at work-organisational spontaneity relationship", *Psychological Bulletin*, 112(2), 310-29.
- George, J. M., & Jones, G.R. (2008). *Understanding and Managing Organisational behaviour*. (5th ed.). Pearson/Prentice Hall, New Jersey, p. 78.
- Georgellis, Y, Lossa, E., & Tabvuma, V. (2011). Crowding out intrinsic motivation in the public service. *Journal of Public Administration Research Theory*, 21 (3), 473-493.
- Gerhart, B. & Rynes, S. L. (2003). *Compensation: Theory, evidence, and strategic implications.*, Sage Publications, Thousand Oaks, CA.
- Gibbons, R., & Waldman, M. (1999). Careers in organisations: Theory and evidence. In O. Ashenfelter & D. Carded., *Handbook of Labour Economics*, (1st ed.).3, chapter 36: Elsevier: 2373-2437.
- Gines, K. (1998). What is the common denominator of success. *Incentive*, 172 (4), 94.
- Gneezy U and Rustichini A. (2000). Pay Enough or Don't Pay at All. *Quarterly Journal of Economics*, 791-810.
- Gneezy, U. & Rustichini, A. (2000). A fine is a price. *Journal of Legal Studies*, 29(1), 1-17.
- Gneezy, U., Meier, S., & Rey-Biel, P. (2011). When and Why Incentives (Don't) Work to Modify Behavior. *Journal of Economic Perspectives*, 25(4), 191–210.

- Gohari, P., Ahmadloo, A., Boroujeni, M. B. & Hosseinipour, S. J. (2013). The relationship between rewards and employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3), 543-570.
- Gohari, P., Kamkar, A., Hosseinipour, S. J. & Zohoori, M. (2013). Relationship between rewards and employee performance: a mediating role of job satisfaction. *Interdisciplinary Journal Of Contemporary Research In Business*, 5(3), 571-597.
- Golshan, N. M., Kaswuri, A. H., Aghashahi, B., Amin, M. & Ismail, W. K. W. (2011). Effect of motivational factors on job satisfaction: An empirical study on Malaysian Gen Y Administrative and Diplomatic officers. A paper presented at the International Conference on Advanced Management Science, IPEDR 19.
- Goodman, N. (2012). Training for cultural competence. *Industrial and Commercial Training*, 44(1), 47-50.
- Gottschalg, O. (2004). Rewards and firm performance: A look into motivation black box. Workin Paper Series.
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93, 48-58.
- Gratton, L. (2004). More than money. *People Management*, 29, January, 23.
- Gravetter, F., & Wallnau, L. (2008). Repeated-measures and two-factor analysis of variance. *Essentials of statistics for the behavioral sciences*, 378-421.
- Green, C. & Heywood, J. S. (2008), Performance Pay, Sorting and the Dimensions of Job Satisfaction, *Economica*, 750 (300), 710-728.
- Greenberg, J. & Baron, A. R. (2003). *Behaviour in Organisations*. Prentice Hall, 8, 188-215.
- Grensing, L. (1996). When the carrot can't be cash. *Security Management*, 40(12), 25-27.
- Griffith, J. (2006), "A compositional analysis of organisational climate-performance relation: Public schools as organisations". *Journal of Applied Social Psychology*, 36(8), 1848-80.
- Groves, R. M. (1989). *Survey errors and survey costs*. New York: John Wiley.

- Gu, z. & Siu, R. C. (2009). Drivers of job satisfaction as related to work performance in Macao casino hotels. An investigation based on employee survey. *International Journal of Contemporary Hospitality Journal*, 21 (5), 561-578.
- Gungor, P. (2011). The relationship between reward management system and employee performance with mediating role of motivation. A quantitative study on global bank. *Procedia Social and Behavioural Sciences* ,24, 1510-1520.
- Gupta B. (1975). Labour Incentive in India of Iron and Steel Industry. *Research Abstract Quarterly*, 171-176.
- Gyamfi G. D. (2015). Assessment of the Relationship Between Employee Motivation and Employee Performance At A Bank In Ghana. *International Journal of Economics, Commerce and Management United Kingdom*, Vol. III, (3), 1-15.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organisational Behaviour and Human Performance*, 16, 250–279.
- Hair J.F., Black W.C., Babin B.J., Anderson R.E., and Tatham R.L. (2006). *Multivariate data analysis* 6th Edition. Pearson Prentice Hall. New Jersey.
- Hair, J. F. Jr., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th edn.). Upper Saddle River, NJ: Prentice-Hall International, Inc.
- Halepota, H.A. (2005). Motivational theories and their application in construction. *Cost Engineering*, 47(3), 14-18.
- Half, R. (1996). “How do I keep good people when my budget is cut?” *Management Accounting*, 78 (5), 14.
- Hall, E. T. (1959). *The silent language*. New York: Doubleday Harvard Business Review (Special edition, 2008), 80(1).
- Hallmann, K. & Harms, G. (2012). Determinants of volunteer motivation and their impact on future voluntary engagement. A comparison of volunteer’s motivation at sport event in equestrian and handball. *International Journal of Event and Festival Management* 3 (3), 272-291.
- Hammermann, A. & Mohnen, A. (2014). The price of hard work Different incentive effects of non-monetary and monetary prizes. *Journal of Economic Psychology* 43 (2014) 1-15.

- Hardin, E. (1965). Perceived and actual change in job satisfaction. *Journal of Applied Psychology*, 49(5), 363-367.
- Harunavamwe, M., & Kanengoni, H. (2013). The Impact of Monetary and Non-Monetary Rewards on Motivation among Lower Level Employees in Selected Retail Shops. *African Journal of Business Management*, 7(38), 3929-3935.
- Hayati, K., & Caniago, I. (2012). Islamic work ethic: The role of intrinsic motivation, job satisfaction, organisational commitment and job performance. *International Congress on Interdisciplinary Business and Social Science*, 65, 272-277.
- Hellriegel, D., Jackson, S.E. and Slocum, J.W. (1999), *Management*, Cincinnati: South-Western College Publishing.
- Heneman, R. L. (2007). *Implementing total rewards strategies. A guide to successfully planning and implementing a total rewards system*. Society for Human Resources Management (SHRM) publication.
- Herberg, F. (1971). *Work and the nature of man*. New York: World publishing.
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World Publishing.
- Herzberg, F. (1987). "One more time: how do you motivate employees?", *Harvard Business Review*, 65(5), 109-120.
- Herzberg, F. (2003), "One more time: how do you motivate employees?", *Harvard Business Review*, 81(1), 53-62 (reprinted from 1968).
- Herzberg, F., Mausner, B., & Bloch Snyderman, B. (2005). *The motivation to work*. New Jersey: Transaction Publishers.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). New York: John Wiley & Sons.
- Hicks, J. R. (1968). *The theory of wages* (2nd ed.). London Macmillan.
- Hofmans, J. Gieter, S. D. & Pepermans, R. (2013). Individual differences in the relationship between satisfaction with job rewards and job satisfaction. *Journal of Vocational Behaviour*, 82, 1-9.
- Holmbeck, G. N. (1997). Toward terminological, conceptual, and statistical clarity in the study of mediators and moderators: Examples from the child-clinical and pediatric psychology literatures. *Journal of Consulting and Clinical Psychology*, 4, 599-610.

- Holton, E. H. & Burnett, M. B. (1997). Qualitative research methods In R. A. Swanson, J. & E. F. Holton (Eds.), *Human resource development research handbook: Linking research and practice*. San Francisco.
- Hon, A. H. Y & Lu, L. (2013). Be good for love or for money? The roles of justice in the Chinese Hotel industry. *International Journal of Contemporary Hospitality Management*, 25(6), 883-902.
- Hong-Teck and Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector. The mediating effect of love of money. *Asian Academy of management Journal*, 16 (1), 73-94.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1-55.
- Huang, I., Lin, H., & Chuang, C. (2006). Constructing factors related to worker retention. *International Journal of Manpower*, 27(5), 491–508.
- Huang, S. Chia, F. & Lai, W. (2014). A study of the effect of incentive system on job performance- locus of control as a moderator. *The Journal of International Management Studies*, 9(1), 89-98.
- Hudman, L.E & Hawkin D.E. (1989). *Tourism in Contemporary Society An Introductory Text*. Prentice Hall.
- Hughes, J. & Sharrock, W. (1997). *The philosophy of social research*. 3rd edition Pearson: Essex.
- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. Liden, & R. J. Klimoski (Eds.), *Handbook of Journal Psychology Industrial and Organisational Psychology* (pp. 255-276). Hoboken, NJ: Wiley.
- Hume, D. (1993). *An enquiry concerning human understanding*. In Leong Encyclopedia volume 2, part 2.
- Hutabarat, W. (2015). Investigation of Teacher Job-Performance Model: Organizational Culture, Work Motivation and Job-Satisfaction. *Asian Social Science*, 11(18), 295-304.
- Hyun, S. (2009). Re-examination of Herzberg's two-factor theory of motivation in the Korean Army food service operation. A thesis submitted to Iowa state university, USA.
- Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job satisfaction and job performance: A meta-analysis. *Psychological Bulletin*, 97(2), 251-273.

- Ibrahim, I. I. & Boerhaneoddin, A. (2010). Is job satisfaction mediating the relationship between compensation structure and organisational commitment? A study in the Malaysian power utility. *Journal of Global Business and Economic*, 1(1), 43-61.
- Igalens, J., & Roussel, P. (1999). A study of the relationships between compensation package, work motivation and job satisfaction. *Journal of Organizational Behavior*, 20(7), 1003-1025.
- James, H. J. (2005). Why did you do that? An economic examination of the effect of extrinsic compensation on intrinsic motivation and performance. *Journal of Economic Psychology*, 26(4), 549-66.
- Jehanzeb, K., Rasheed, M. F. Rasheed, A., Aamir, A. (2012). Impact of rewards and motivation on job satisfaction in Banking sector of Saudi Arabia. *International Journal of Business and Social Science*, 3 (21), 272-278.
- Jenkins, G. D., Gupta, N., Mitra, A. and Shaw, J. D. (1998). Are financial incentives related to performance? A meta-analytic review of empirical research. *Journal of Applied Psychology*, 83(3), 777-87.
- Johnson, D. A. (2008). Job satisfaction in the operating room: Analysis of the cultural competence of Nurses. A dissertation submitted to school of Business and Technology, Capella University.
- Johnson, J. P., Lenartowicz, T. & Apod, S. (2006). Cross-cultural competence in international business: Towards a definition and a model. *Journal of international Business Studies*, 37(4), 525-543.
- Joo, H. & Gottfredson, R. K (2013). What monetary rewards can and cannot do: How to show employees money. *Business Horizon*, 56, 241-249.
- Joshi, M. (2013). *Human resources management*. Ventus Publishing ApS. Retrieved on the 3rd June, 2013 from www.bookboon.com.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.
- Jun, M., Cai, S. and Shin, H. (2006). TQM practice in maquiladora: antecedents of employee satisfaction and loyalty. *Journal of Operation Management*, 24(6), 791-812.

- Kamyabi, Y. & Devi, S. (2011). Accounting outsourcing and firms performance in Iranian SMEs. *International Journal of Economics and Finance*, 3(4), 181-192.
- Karami, A., Dolatabadi, H. R., & Rajaeepour, S. (2013). Analyzing the Effectiveness of Reward Management System on Employee Performance through the Mediating Role of Employee Motivation Case Study: Isfahan Regional Electric Company. *International Journal of Academic Research in Business and Social Sciences*, 3(9), 327-338.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Katou, A. A. (2008). Measuring the impact of HRM on Organisational performance. *Journal of Industrial Engineering and Management*, 1(2), 119-142.
- Katz, N. R. (2000). Financial Incentives That Motivate Employees. Accessed on 28th March, 2013 at <http://www.ehow.com/info8076916financial-incentives-motivate-employees.html>
- Kaufman, R. (1988). Preparing useful performance indicators. *Training and Development Journal*, 42 (9), 80-83.
- Kenneth, T. (2013). The difference between extrinsic and intrinsic employee rewards and recognition. Accessed on the 6th June, 2013 at <http://competitivechoice.blog.net2013>.
- Kepner, K. W. (2001). Class lecture note on human resources management in Agribusiness. In Ballentine, A. Mackenzie, N., Wysocki, A. & Kepner. The role of monetary and non-monetary incentives in workplace as influences by career stage, University Florida.
- Kessler, I., & Purcell, J. (1992). Performance related pay: objectives and applications. *Human Resource Management Journal*, 2(3), 16-33.
- Khadaroo, J. & Seetanah, B. (2008). The role of transport infrastructure in international tourism development: A gravity model approach. *Tourism Management*, 29(5), 831-840.
- Khadaroo, J., & Seetanah, B. (2007). Transport infrastructure and tourism development. *Annals of Tourism Research*, 34(4), 1021-1032.

- Khalil, S., M. K. Kakar, M. K. & Walliullah (2007). Role of tourism in economic growth: Empirical Evidence from Pakistan Economy. *The Pakistan Development Review*, 985-995.
- Khan, A. H., Haque, A., & Rahman, M. S. (2013). What Makes Tourists Satisfied? An Empirical Study on Malaysian Islamic Tourist Destination. *Middle-East Journal of Scientific Research*, 14(12), 1631-1637.
- Khan, G. A. (2003). Prince Sultan to lead Saudi delegation to travel show. Arab News, pp. 6
- Khan, I., Shahid, M., Nawab, S. & Wali S. S. (2013). Influence of intrinsic and extrinsic rewards on employee performance: The banking sector of Pakistan. *Academic Research International* ,4(1), 282-292.
- Khan, S. & Alam, S. (2014). Kingdom of Saudi Arabia: A potential destination for medical tourism. Journal of Taibah University Medical Sciences, access on 29th September, 2014 from www.sciencedirect.com.
- Khanna, S. K., Cheyney, M. & Engle, M. (2009). Cultural Competency in Health Care: Evaluating the Outcomes of a Cultural Competency Training Among Health Care Professionals. *Journal of the National Medical Association*, 101(9), 886-892.
- Kim, K. (2008). An investigation of the relationship between cultural competence and expatriate job performance. A PhD Thesis submitted to the Graduate Studies of Texas A&M University.
- Kinicki, A. & Kreitner, R. (2007). *Organisational Behaviour*, McGraw-Hill, New York, NY.
- Kline R.B. (2005). *Principles and practice of structural equation modeling* 2nd Edition. The Guilford Press. New York.
- Kline, R. B. (2011). *Principles and practice of structural equation modeling*. Guilford press.
- Koch, J. L., & Richard M. Steers (1978). Job attachment, satisfaction, and turnover among public sector employees. *Journal of Vocational Behaviour*, 12(1), 119-128.
- Koene, B.A.S., Vogelaar, A.L.W. & Soeters, J. L. (2002). Leadership effects on organisational climate & financial performance: local leadership effect in chain organisations”, *The Leadership Quarterly*, 13(3), 193-215.

- Kohn, A. (1993). Why monetary incentive plans cannot work. *Harvard Business Review*. Retrieved on 29th December, 2012 at 2012 <http://www.ehow.com/info8330763effects-nonmonetary-incentives-employee-performance.html>.
- Koustova, N. (2011). The role of cultural competence and cultural motivation in cultural framing. A Thesis submitted to the Faculty of Graduate Studies, University of Windsor.
- Kovach, K. A. (1987). What motivates employees? Workers and Supervisors give different answers. *Business Horizons*, 30(5), 58-65.
- Kovach, K.A. (1995). Employee motivation: Addressing a crucial factor in your organisation's performance. *Employee Relations Today*, 22(2), 93-107.
- Kreitner, R., Kinicki, A. & Buelens, M. (1999). *Organisational behaviour*. 1st European ed. Berkshire: McGraw-Hill Publishing Company.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Kreps, D.M. (1997). *Intrinsic Motivation and Extrinsic Incentives*. *The American Economic Review*, 87(2), 359-364.
- Kunz, A. & Pfaff, D. (2002). Agency theory, performance evaluation and the hypothetical construct of intrinsic motivation". *Accounting, Organisations and Society*, 27(3), 275-95.
- Lai, C. (2009). Motivating employees through incentive programs. Bachelor thesis submitted to School of Business Administration, JYVÄSKYLÄ University of Applied Science, Finland.
- Lawler, E. E. (1973). *Motivation in work organisation*. Monterey: Brooks/Cole publishing, CA.
- Lawler, E. E. (1994). Performance management: The next generation. *Compensation and Benefits Review*, 26(3), 16-19.
- Lawzi, M. (1995). Individuals' Attitudes Working in Public Institutions in Jordan towards Job Incentives. *Derasat, Humanities Studies*, 22(6), 759-785.
- Lazear, E. P. (1986). Salaries and Piece Rates, *Journal of Business*, 59, 405-431.
- Lazear, E. P. (2000). Performance Pay and Productivity, *American Economic Review*, 90(5), 1346-1361.

- Leclerc, D. & Martin, J. N. (2004). Tour guide communication competence: French German and American tourists' perceptions. *International Journal of Intercultural Relations*, 28(3), 181-200.
- Lee, T., Javalgi, J. & Olivia, R. (2010). Goal orientation and organisational commitment individual difference predictors of job performance. *International Journal of Organisational Analysis*, 18(1), 129-150.
- Lehman, D., Fenza, P. & Hollinger-Smith, L. (2011). Diversity and cultural competency in health care settings. Matherlifeways. Available at www.matherlifeways.com.
- Lepper, M. R., Greene, D., Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic rewards: A test of the over justification hypothesis. *Journal of Personality and Social Psychology*, 23(1), 129 -137.
- Lewis, J. (2013). Differences between monetary and non-monetary incentives. Accessed on 4th May, 2013 at www.smallbusiness.chron.com/.
- Lindahl, L. (1949). What makes a good job. Personnel 25 cited In Hersey, Paul and Kenneth, H. Blanchard (1998). *Management Organisational Behaviour: Utilizing Human Resources* (5th ed.). Eaglewood Cliffs, NJ: Prentice-Hall.
- Lindley, P., & Walker, S. N. (1993). Theoretical and methodological differentiation of moderation and mediation. *Nursing Research*, 42(5), 276–279.
- Lindner, J. R. (1998). Understanding employee Motivation. *Journal of Extension*, 36(3), 1-8.
- Liu, C. & Chen, C. (2013). Cultural Issues in Medical Tourism. *American Journal of Tourism Research*, 2(1), 78-83.
- Locke, E. A. Lathan (1976). Legislating the quality of work life: Locke's Reply to Lawlers' Rebuttal. *Organisational Psychologist*, 1, 14-24.
- Locke, E. A. & Latham, G. P. (2004). What should we do about motivation theory. Six recommendeds to the twenty-first century. *Academy of Management Review*, 29 (3), 388-403.
- Locke, E. A. (1976). *The Nature and Cause of Job Satisfaction*. Handbook of Industrial and Organisational Psychology, Chicago: Rand McNally.
- Locke, E. A., Feren, D. B., McCaleb, V. M., Shaw, K. N. & Denny, A. T. (1980). The relative effectiveness of four methods of motivating employee performance. In K. D. Duncan, M. M. Gruenberg, & D. Wallis (Eds), *Changes in working life*. New York: Wiley.

- London, M. & Smither, J.W. (1999). Empowered self-development and continuous learning. *Human Resource Management*, 38(1), 3-15.
- Long, R. J. & Shield, J. L. (2010). From pay to praise? Non-cash employee recognition in Canada and Australian firms. *The International Journal of Human Resource Management*, 21(8), 1145-1172.
- Lu, H., While, E. & Barribal, L. (2005). Job satisfaction among nurses: a review of literature. *International Journal of Nursing Studies*, 42, 211-227.
- Lundberg, C., Gudmunson, A., & Andeerson, T. D. (2009). Herzberge's two-factor theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*, 30(6), 890-899.
- Lustig, M. W. & Koester, J. (1999). *Intercultural competence: Interpersonal communication across cultures*. New York: Addison, Wesley, Longman.
- Luthans, H.A. (2005). Finders, Keepers? Attracting, Motivating and Retaining Knowledge Workers. *Human Resource Management Journal*, 13(4), 23-32.
- Mahamuda, M. P. & Nurul Kabir, M. M. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, 1(9), 113-123.
- Mahmud, K. (2012). Human Resource Outsourcing: A Study on Telecommunication sector in Bangladesh, *International Journal of Business and Management*, 7(10), 74-84.
- Malik, M. E. and Naeem, B. (2012). Towards understanding controversy on Herzberg theory on motivation. *Journal of Basic Applied Scientific Research*, 2(11), 11936-11941.
- Manolopoulos, D. (2008). An evaluation of employee motivation in the extended public sector in Greece. *Employee Relations*, 30(1), 63-85.
- Markova, G., & Ford, C. (2011). Is money the panacea? Rewards for knowledge workers. *International Journal of Productivity and Performance Management*, 60(8), 813-823.
- Maslen, S., & Hopkins, A. (2014). Do incentives work? A qualitative study of managers' motivations in hazardous industries. *Safety Science*, 70, 419-428.
- Maslow, A. H. (1954). *Motivation and Personality*, Harper & Row, New York, NY.
- Maslow, A. H., Stephens, D. C., & Heil, G. (1998). *Maslow on management*. New York: John Wiley.

- Mason, W., & Watts, D. J. (2010). Financial incentives and the performance of crowds. *ACM SigKDD Exploration Newsletter*, 11(2), 100-108.
- Mathew, H.(1983). Developing employment package attracting and retaining best employees. *Management Decision*, 28, 6.
- Mawoli, M. A., & Babandako, A. Y. (2011). An evaluation of staff motivation, dissatisfaction and job performance in an academic setting. *Australian Journal of Business and Management Research* ,1(9), 1-13.
- Mayhem, M. J., Hubbard S. M., Finelli, C. J., Harding, T. S. & Carpenter D.D (2009). Using Structural Equation Modelling to validate the theory of Planned Behaviour as a model for predicting student cheating. *The Review of higher Education*, 32(4), 441-468.
- Mayhew, R. (2013). How to optimize employee performance. Accessed on 4th June, 2013 at www.workchron.com.
- McCausland, W. D., Pouliakas, K. & Theodossiou, I. (2005). Some are punished and some are rewarded. A study of the impact of performance pay on job satisfaction. *International Journal of Manpower* ,26 (7/8), 636-659.
- McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A confirmatory test of a model of performance determinants. *Journal of Applied Psychology*,79(4), 493–505.
- McConnell, C. R. (1997). Employee recognition: a little oil on the troubled waters of change. *Health Care Supervisor*, 15(4), 83-90.
- McMillan, J. H., & Schumacher, S. (2014). *Research in education: Evidence-based inquiry*. Pearson Higher Ed.
- Middle East air traffic to grow 7% - March 7th 2007 at <http://www.ameinfo.com/112907.html>. Accessed on 13rd April, 2013.
- Middle East Point of View (August, 2010). Tourism, hospitality and leisure in the Middle East: Ready to move to the next level.
- Mill, R.C. & Marrison, A. M. (1992). *The Tourism An Introductory text*. 2nd edition. New Jersey: Prentice Hall.
- Miller, H. H. (2011). The importance of cultural competence. Accessed on 8th September, 2013 from [www. Oncology Nurse Advisor.com](http://www.OncologyNurseAdvisor.com) September/october 2011.
- Milne, P. (2007). Motivation, incentives and organisational culture. *Journal of Knowledge Management*, 11(6), 28-38.

- Miner, J. B. (1988). *Organisational Behaviour*, Random House Business Division, New York, 1988, p. 224 .
- Mitchell, T. R. (1982). Motivation: Need Directions for Theory, Research, and Practice. *Academy of Management Review*, 7(1), 80-88.
- Mohamed, M. S. (2007). The triad of paradigms in globalization, ICT, and knowledge management interplay. *VINE*, 37(2), 100-122.
- Monetary Agency Saudi Arabia (MAS), (2012). 48th Annual report on the Latest Economic Developments at www.sam.sa.gov.
- Moodley, C. (2007). The impact employee satisfaction levels have on the quality of customer service in the service utility: Telkom SA. (Masters Dissertation) University of Johannesburg: Johannesburg.
- Morrison, E. W. (1994). Role definitions and organisational citizenship behaviour: the importance of the employee's perspective". *Academy of Management Journal*, 37(6), 1543-67.
- Morrison, R. (2008). Negative relationships in the workplace: Associations with organisational commitment, cohesion, job satisfaction and intention turnover. *Journal of Management and Organisation*, 14(4), 330–344.
- Mowforth, M. & Munt, I. (1998). *Tourism and Sustainability: New Tourism in the Third World*. London: Routledge.
- Moyosore, O. R. & Jonathan, O. A. (2011). Efficacy of financial incentives-An assessment of medium scale entrepreneurial firms. *International Journal of Economics and Management Sciences*, 1(4), 37-41.
- Mullins, L. J. (2005). *Management and Organisational Behaviour*, 7th ed. Harlow: Prentice Hall.
- Murphy, M. (2007). Incentive programs and labour turnover rate in hospital food service. A thesis submitted to Graduate school, Texas Woman's university, USA.
- Mustapha, N. (2013). The Influence of Financial Reward on Job Satisfaction among Academic Staffs at Public Universities in Kelantan, Malaysia. *International Journal of Business and Social Science*, 4(3), 244-248.
- Mustapha, W. (2013). The influence of financial reward on job satisfaction among academic staff at public universities in Kelantan, Malaysia. *International Journal of Business and Social science*, 4(3), 244-248.

- Nair M. R. R. and Rao T.V. (1991) *Excellence through HRD*, New Delhi, Tata McGraw Hill.
- Nandanwar, M. V., Surnis, S. V. & Nandanwar, L.M. (2010). Incentives as a tool towards organisational success of entrepreneur business: A case study of small scale pharmaceutical manufacturing unit. *International Journal of Economics and Business Modelling* ,1(2),15-20.
- National Healthy Worksite (2013) Work place health incentive. Accessed on the 11th June, 2013 at www.cdc.gov/nationalhealthyworksite/docs/NHWPHeakthIncentivesFinalTAG508.PDF.
- Nelson, B., (January 2004). Everything you thought you knew about recognition is wrong. Workplace Management. Retrieved February 16, 2004 at <http://www.workforce.com>.
- Newman, M. E. (2000). Models of the small world. *Journal of Statistical Physics*, 101(3-4), 819-841.
- Nielsen, I. & Smyth, R. (2008). Job satisfaction and response to incentives among China's urban workforce. *The Journal of Socio-Economics*, 37, 1921-1932.
- Nimalathasan, B., & Brabete, V. (2010). Job satisfaction and employees' work performance: a case study of people's bank in Jaffna peninsula, Sri Lanka. *Management and Marketing Journal*, 8(1), 43-47.
- Njanja, W. L., Maina, R. N., Kibet, L. K., & Njagi, K. (2013). Effect of Reward on Employee Performance: A Case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya. *International Journal of Business and Management*, 8(21),41-49.
- Nohria, N. Grousberg, B. & Lee, L. (2008). Employee motivation: A powerful new model. Harvard Business Review. Accessed on the 10th June, 2013 from <http://hbr.org/product/employee-motivation-a-powerful-new-model/an/R0807GPDF-ENG>.
- Nujjoo, A., & Meyer, I. (2012). The relative importance of different types of rewards for employee motivation and commitment in South Africa. *South African Journal of Human Resource Management*, 10(2), 1-10.
- Olsen, L. J., Bhattacharya & Scharf, A. (2006). Cultural competency: What it is and why it matters. Lucile Pack and Foundation for Children's Health.
- Opsahl, R. L., & Dunnette, M. D. (1966). Role of financial compensation in industrial motivation. *Psychological bulletin*, 66(2), 94-118.

- Osa, I. G. (2014). Monetary incentives motivates employee's on organizational performance. *Global Journal of Arts Humanities and Social Sciences* ,2(7),61-69.
- Osborn, S. H. (2003). *Organisational behaviour* (8th ed.). New York: John Wiley & Sons. Inc.
- Oshikoya, T. W., & Hussain, M. N. (1998). Information technology and the challenge of economic development in Africa. *African Development Review*,10 (1), 100-133.
- Pallant, J. (2007). A step-by-step guide to data analysis using SPSS version 15. *Open University Press, Maidenhead*.
- Panagiotakopoulos, A. (2013). The impact of contextual variables on staff motivation in Greek small firms. The employee perspective. *Development and Learning Organisations* ,27 (2), 13-15.
- Pascual-Ezama, D., Prelec, D., & Dunfield, D. (2013). Motivation, money, prestige and cheats. *Journal of Economic Behaviour & Organisation*,93, 367-373.
- Patterson, C. (2010). *Business briefs: Business theory made easy*. Ventus Publishing ApS. Retrieved on 5th May, 2013 at www.bookboon.com.
- Pearce, D. W. (1992). *Macmillan Dictionary of Modern Economics*. London: Macmillan Press Pearson, Prentice Hall.
- Pelit, E. Ozturk, Y. & Aslanturk, Y. (2011). The effects of employee empowerment on employee job satisfaction. A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*, 23(6), 784-802.
- Peng, Y.-P. (2014). Job satisfaction and job performance of university librarians: A disaggregated examination. *Library & Information Science Research*, 36(1), 74-82.
- Petcharak, P. (2002). The Assessment of Motivation in the Saint Paul Hotel Employees. The Graduate School, University of Wisconsin-Stout.
- Philip J. Seddon, P. J., & Khoja, A. (2003). Saudi Arabian Tourism Patterns and Attitudes. *Annals of Tourism Research*, 30 (4), 957-959.
- Phillip, Scott & William (1996). Meta-analysis of the relationship between Keer and Jermier's substitutes for leadership and employee job attitudes, roles perception and performance. *Journal of Applied Psychology*, 81(4), 380 -399.

- Picenoni, R. & Choufany, H. M. (2012). 2012 MiddleEast hotel survey: The impact of the Arab spring. Available at www.hvs.com.
- Pinder, C.C. (1998). *Work motivation in organisational behaviour*. Upper Saddle River, NJ: Prentice Hall.
- Porter, L. W. & Lawler, E. E. (1974). The Effect of Performance on Job Satisfaction. In Edwin A. Fleishman(ed) *Studies in Personal and Industrial Psychology* (3rd ed.). Illinois.
- Porter, L.W. & Lawler, E.E. III (1968), *Managerial Attitudes and Performance*, R.D. Irwin, Homewood, IL.
- Pouliakas, K., & Theodossiou, I. (2010). Measuring the utility cost of temporary employment contracts before adaptation: A Conjoint Analysis Approach. *Economica*, 77 (308), 688-709.
- Pratheepkanth, P. (2011). Reward system and its impact on employee motivation in commercial bank of Sri Lanka Plc. Jaffna District. *Global Journal of Management and Business Research*, 11 (14), 85-92.
- Pfeffer, J. (1998). Six dangerous myths about pay. *Harvard Business Review*, 76(3),109-119.
- Pulakos, E. D. (2004). *Performance management: A road map for developing, implementing and evaluating performance management system*. Society for Human Resource Management (SHRM) publication, USA.
- Rajhans, K. (2012). Effective organisational communication: A key to employee motivation and performance. *Interscience Management Review (IMR)*, 2(2), 2231-1513.
- Rast, S., & Tourani, A. (2012). Evaluation of employees' job satisfaction and role of gender difference: An empirical study on Airline industry in Iran. *International Journal of Business and Social Science*,3(7), 91-100.
- Rehman Khan, N., Ghouri, A. M., Khan, T. A., Malik, M., Saleem, F., & Fahim, S. (2011). Motivation and Non-Monetary Incentives: Empirical study on the sales force of soft drink industry. *Indian Journal of Management Sciences*,1(1), 11-15.
- Rehman, M., Khan, M. R., Ziauddin and Lashari, J. A. (2010). Effect of job rewards on job satisfaction, moderating role of age differences: An empirical evidence from Pakistan. *African Journal of Business Management*, 4(6), 1131-1139.

- Renn, R. W., & Prien, K. O. (1995). Employee responses to performance feedback from the task. *Group and Organisation Management*, 20(3), 337-354.
- Robbins, S. P. (2003). *Organisational behaviour* (10th ed.). Upper Saddle River, NJ: Prentice Hall.
- Roberson, L. (1990). Prediction of job satisfaction from characteristics of personal work goals. *Journal of organisational behaviour*, 11(1), 29-41.
- Roberts R. L. (2005). Relationship between Rewards, Recognition and Motivation Insurance Company in the Western Cape: University Of The Western Cape. *IPM Journal*, 11(2), 19-22.
- Roch, S. G. (2005). An investigation of motivational factors influencing performance rating. Rating audience and incentives. *Journal of Management Psychology*, 20(8), 695-711.
- Rose, M. (1998). Performance-related pay in schools: An Assessment of the Green Paper, NUT: London.
- Rose, R. C., Sri Ramalu, S. S., Uli, J., & Kumar, N. (2010). Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural Competency. *International Journal of Business and Management*, 5(8), 76-85.
- Rose, T., & Manley, K. (2010). Motivation toward financial incentive goal's on construction projects. *Journal of Business Research*, 64(7), 765-773.
- Rothmann, S., & Coetzer, E. (2002). The relationship between personality dimensions and job satisfaction. *Business Dynamics*, 11(1), 29-42.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 80(1), 1-28.
- Rubin, D. L. (1990). Ways of talking and learning. In S. Hynds and D. Rubin (Eds) *perspective on talk and learning*. Urbana: National Council of Teachers of English.
- Ryan, R. M. & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and new directions. *Contemporary educational psychology*, 25(1), 54-67.
- Ryan, S. (2004). Rewards and recognition. accessed at <http://edweb.sdsu.edu/people/arossett/pie/Interventions/incentivesrewards2.htm>.
- Saari, L., & Judge, T. (2004). Employee attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.

- Saleem, S. (2011). The Impact of Financial Incentives on Employees Commitment. *European Journal of Business and Management*, 3(4), 258-266.
- Sanyal, M. K. & Biswas, S. B. (2014). Employee Motivation from Performance Appraisal Implications: Test of a theory in the Software Industry in West Bengal (India). *Procedia Economics and Finance* 11, 182 – 196.
- Saudi Tourism outlook (2012). A monthly electronic publication at <http://apps.scta.gov.sa/publications/DownloadServlet?fid=46dce5f2f0e61edb70931a0d0a464e>. Accessed on the 3rd July, 2013.
- Saunderson, R. (2004). Survey findings of the effectiveness of employee recognition in the public sector. *Public Personnel Management*, 33(3), 255–275.
- Scheepers, R. (2009). Shaping corporate entrepreneurship capability: The impact of rewards. *AGSE*, 107-119.
- Schein, E. (1996). Career anchors revisited: Implications for career development in the 21st century. Society for Organisational Learning. Available at: <http://www.solonline.org/res/wp/10009.html>. Accessed: 2 May 2013.
- Schein, Edgar, H. (1968). Organisational socialization and the profession of management. *Industrial Management Review*, 9, 1-15.
- Schlett, C., & Ziegler, R. (2014). Job emotions and job cognitions as determinants of job satisfaction: The moderating role of individual differences in need for affect. *Journal of Vocational Behavior*, 84(1), 74-89.
- Schumacker, R. E. & Lomax, R. G. (1996). *A Beginner's Guide to Structural Equation Modeling*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- Scott, S. (2012). Rewards & Incentives in the Workplace at <http://smallbusiness.chron.com/rewards-incentives-workplace-11236.html> accessed on 29th April, 2013.
- SCTA president presentation (May, 2009). A vision for tourism investment in Saudi Arabia at Saudi Summit.
- Seebaluck, A. K., & Seegum, T. D. (2012). Motivation among public primary school teachers in Mauritius. *International Journal of Educational Management*, 27(4), 446-464.
- Seetanah, B., Juwaheer, T. D., Lamport, M. J., Rojid, S., Sannasee, R. V. and Subadar, A. V. (2011). Does infrastructure matter in tourism development? *University of Mauritius Research Journal*, 17(1), 89-108.

- Sekaran, U. & Bougie, R. (2010). *Research methods for business: A Skill Building Approach (5th ed.)*. UK: John Wiley Publication.
- Sempene, M., Rieger, H. & Roodt, G. (2002). Job satisfaction in relation to organisational culture. *South African Journal of Industrial Psychology*, 28(2), 23-30.
- Seniwoliba A. J. & Nchorbono A. D. (2013). Examining the role of motivation on employee performance in the public sector in Ghana. *Merit Research Journal*, 1(10), 227-249.
- Senyucel, Z. (2009). *Managing the human resource in the 21st century*. Ventuse Publishing ApS. Retrieved on 25th April, 2013 at www.bookboon.com.
- Shaheen, A. (2009). Saudis see big tourism potential. Gulf Business News.
- Shapero, M. A. (2006). Cross-Cultural Training For Hospitality And Tourism: Improving Service Encounters Through Industry-Targeted Critical Incidents Accessed on the 6th September, 2013 at <http://www.eckerd.edu/academics/internationalbusiness/files/shaperosummer06.pdf>.
- Shapiro, C. & Stiglitz, J. E. (1984). Equilibrium unemployment as a worker discipline device. *American Economic Review*, 74 (3), 433-444.
- Sharon Ruvimbo Terera, S. R. & Ngirande, H. (2014). The Impact of Rewards on Job Satisfaction and Employee Retention. *Mediterranean Journal of Social Sciences*, 5 (1), 481-487.
- Shazad, S. & Jehanzeb, K. (2013). Determining motivation through rewards (A study of palace continental Hotel). *International Review of Management and Business Research*, 2(1), 56-64.
- Shikdar, A. A. & Das, B. (2003). A strategy for improving worker satisfaction and job attitudes in a repetitive industrial task: Application of production standards and performance feedback. *Ergonomics*, 46(5), 466-481.
- Silverthorne, C. (2004). The impact of organisational culture and person-organisation fit on organisational commitment and job satisfaction in Taiwan. *The leadership and Organisation Development Journal*, 25(7), 592-599.
- Smith, M. K. (2003). *Issue in cultural tourism studies*. 1st edition. Routledge tailor & Francis Group.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.

- Smith, S. L. J. (1994). The tourism product. *Annals of Tourism Research*, 21 (3), 582-595.
- Society for Human Resources Management (SHRM, 2011). Employee job satisfaction and engagement. A research report.
- Sodexo (2010). Recognising and rewarding hospital employees. Accessed on the 10th June, 2013 www.sodexousa.com/images/Recognizing%20and%20Rewarding%20Hospital%20Employees3337-692140.PDF.
- Sohis (1998). The effect of environmental dynamism and heterogeneity on sales people's perceptions, performance and job satisfaction. *European Journal of Marketing*, 30 (7), 48-67.
- Soo Oh, S. & Lewis, G. (2009). Can performance appraisal inspire intrinsically motivated employees. *Review of Public personnel Administration*, 29(2), 158-167.
- Sopiah (2013). The effect of compensation toward job satisfaction and job performance of outsourcing employees of Syariah banks in Malang Indonesia. *International Journal of Learning and Development*, 3(2), 77-91.
- Sorauren, I. F. (2000). Non-monetary incentives: Do people work only for money? *Business Ethics Quarterly*, 10(4), 925-944.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sage.
- Spector, P. (2008). *Industrial and Organisational Behaviour* (5th edition). New Jersey: JohnWiley & Sons.
- Staw, B. M. (1984). Organisational behaviour: A review and reformulation of the field's outcome variables. *Annual Review of Psychology*, 35(1), 627-666.
- Stein, B. (n.d.). Illness absence on German labour market. In Laegaard, J & Bindler, M. (2006). *Organisational theory*. Ventus Publishing Aps. Retrieved 25th April, 2013 at www.bookboon.com.
- Stephen, C., Buschardt, R. Toso og, M. E. Schnake (1986). *Can money motivate? Motivation of Personnel*, New York.
- Stolovitch, H. D., Clark, R. E., & Condly, S. J. (2002). Incentives, motivation and workplace performance: research & best practices. International Society for Performance Improvement (ISPI).

- Stringer, C., Didham, J. & Theivananthampillai, P. (2011). Motivation, pay satisfaction and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*, 8(2), 161-179.
- Sulimani, T. A. (February, 2006). Transforming Saudi organisation to achieve excellence through human resources: Are we ready. A paper delivered at the fourth Human Resource Forum.
- Sun, J. (2013). Employee engagement: How to use recognition and non-monetary rewards to drive employee engagement. Accessed on the 11th June, 2013 at www.hotelexecutive.com/business_review/2961/employee-engagement-how-to-use-recognition-and-non-monetary-rewards-to-drive-employee-engagement.
- Supreme Commission for Tourism (SCT)(2002). National tourism project in the Kingdom of Saudi Arabia. Draft version number 4.
- Suskie, L. A. (1992). Questionnaire survey research: What works? Association for Institutional Research.
- Sweeney, P., & McFarlin, D. (2005). Wage comparisons with similar and dissimilar others. *Journal of Occupation and Organisational Psychology*, 78(1), 113–131.
- Swift, C., & Campbell, C. (1998). Psychological climate: relevance for sales managers and impact on consequent job satisfaction. *Journal of Marketing Theory & Practice*, 6(1), 27-37.
- Syptak, J. M., Marsland, D. W. & Ulmer, D. (1999). Job satisfaction: Putting theory into practice. *Family Practice Management*, 6(9), 26–30.
- Tabachnick, B. G., & Fidell, L. S. (2007). Multivariate analysis of variance and covariance. *Using multivariate statistics*, 3, 402-407.
- Taghipour, A., & Dejbani, R. (2013). Job performance: Mediate mechanism of work motivation. *Procedia Social and Behavioural Sciences*, 84, 1601-1605.
- Tausif, M. (2012). Influence of non-financial reward on job satisfaction: A case study of educational sector of Pakistan. *Asian Journal of Management Research*, 2(2), 688-696.
- Tayeh, S. N. A., & Mustafa, M. H. (2011). Toward Empowering the Labor Saudization of Tourism Sector in Saudi Arabia. *International Journal of Humanities and Social Science*, 1(3), 80-84.

- Taylor, F. W. (1911) *Principles of Scientific Management*. New York and London, Harper & brothers Co.
- Thompson, S. (2013). What influences employee performance. Accessed on 4th June, 2013 at www.workchron.com.
- Tietjen, M. A., & Myers, R. M. (1998). Motivation and job satisfaction. *Management Decision*, 36(4), 226–231.
- Tiraieyari, N., Idris, K., Uli, J. & Hamza, A. (2010). Competences influencing extension workers' job performance in relation to good agricultural practice in Malaysia. *American Journal of Applied Sciences*, 7(10), 1379-1386.
- Tocquer, G. & Langlois (1992). Marketing des service. Ledetirelationnel Pan Gaetan Morin. In Butnaru, G. I. & Miller, A. (2012). Conceptual approaches on quality and theory of tourism services. *Procedia Economics and Finance*, 3, 375-380.
- Todes, J. L., Mckinney, J. & Ferguson, W. Jr (1977). *Management and motivation*. New York: Harper and Row.
- Topper, E. F. (2009). Keeping staff motivated in tough times. *New Library World*, 110(7/8), 385-387.
- Turkyilmaz, A., Akman, G., Ozkan, C., & Pastuszak, Z. (2011). Empirical study of public sector employee loyalty and satisfaction. *Industrial Management and Data System*, 111 (5), 675-696.
- Turner, A. N., & Lawrence, P. R. (1965). *Industrial jobs and the worker*. Boston: Harvard University Press.
- Tymon, Jr, W. G., Stumpf, S. A., & Doh, J. P. (2010). Exploring talent management in India. The neglected role of intrinsic rewards. *Journal of World Business*, 45(2), 109-121.
- Tzeng, H. (2004). Nurses' self-assessment of their nursing competencies, job demands and job performance in Taiwan hospital system. *International of Nursing studies*, 41(5), 487-496.
- Tzeng, H.M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International Journal of Nursing Studies*, 39 867–878.
- U.S. Department of Health and Human Services workgroups. Accessed on 9th September, 2013 at <http://www.npaihb.org/images/policydocs/fed/2013/SGTFWG%20Report%20Final%20w-o%20Sparks%20Letter.pdf>.

- Ukessays. (2014). Islamic Attributes Of Destination On Tourists Motivation. Retrieved from <http://www.ukessays.com/essays/tourism/islamic-attributes-of-destination-ontourists -motivation-tourism-essay.php>.
- United Kingdom: Executive Report – The Magazine For The Tourism, Hospitality and Leisure Industry - Part Two – Deloitte – January 11th 2007.
- United Nation World Tourism Organisation (UNWTO, 2011). Tourism towards 2030: Global Overview. Advance edition presented at 19th UNWTO General Assembly 10th October, 2011.
- United Nation World Tourism Organisation (UNWTO, 2010). International tourism- a key to development, prosperity and well-being In *Tourism highlights* (2011) edition.
- United Nation World Tourism Organisation (UNWTO, 2010). Tourism highlights at www.UNWTO.org/facts.
- United Nation World Tourism Organisation (UNWTO, 2011) accessed on the 5th May, 2013 from Tourism industry: Facts and figures at glance. *Tourism Research Australia*.
- United Nation World Tourism Organisation (UNWTO, 2011). Religious tourism in Asia and Pacific accessed at www.unwto.org on 20th September, 2013.
- United Nation World Tourism Organisation (UNWTO, 2013). International tourism receipts grew by 4% in 2012 at <http://media.unwto.org/en/press-release/2013-05-15/international-tourism-receipts-grew-4-2012> Accessed on 3rd July, 2013.
- United Nation World Tourism Organisation (UNWTO) (n.d.). Understanding tourism: Basic glossary. Accessed on 3rd July, 2013 at <http://media.unwto.org/en/content/understanding-tourism-basic-glossary>.
- United Nations World Tourism Organisation (UNWTO, 2013) *World Tourism Barometer* Volume 11.
- UNWTO/UNSD WS Moldova, 29 June – 2 July 2010 retrieved from <http://unstats.un.org/unsd/tradeserv/Workshops/Chisinau/docs/05%20a%20-%20UNWTO-Basis%20concepts.pdf> on 8th October, 2014.
- Uzonna, U. R. (2013). Impact of motivation on employees’ performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance*, 5(5), 199-211.

- Van Herpen, M. F., Van Praag, C. M. & Cools, K. (2005). The effects of performance measurement and compensation on motivation: An Empirical study. *De Economist*, 153(3), 303-329.
- Vroom, V. H. (1964). *Work and motivation*. New York:Wiley.
- Walt, D. E. (1962). The Motivation for women to work in high-level professional positions. (Doctoral Dissertation, the American University).
- Wang, H. M., & Feng, W. W. (2003). "Review on employee job satisfaction", *Commercial Research*, China,9, 43-5.
- Wang, J. (2011). Communication and cultural competence: The acquisition of cultural knowledge and behaviour. *Online Reading in Psychology and Culture*, 7 (1),3-12.
- Waqas, Z., & Saleem, S. (2014). The effect of monetary and non-monetary rewards on Employee engagement and firm performance. *European Journal of Business and Management* ,6(31), 73-82.
- Washington Post (December, 2012). Saudi Arabia faces an existential dilemma as religious tourism flatlines. Accessed on 30th April, 2013 at washingtonpost.com/blog/worldviews.
- Wayne, S. J., Shore, L. M., & Liden, R.C. (1997). Perceived organisational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Weiss, D. J., Dawis, R. V. England, G.W. and Lofquist, L. H. (1967). Manual for the Minnesota Satisfaction Questionnaire 22, Minnesota Studies in Vocational Rehabilitation Minneapolis: University of Minnesota Industrial Relations Center.
- Whetten, D. A. & Cameron, K.S. (2007). *Developing management skills*. Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Williams, C. C. (2006). The epistemology of cultural competence. *Families in society: The Journal of Contemporary Social Science*. 87(2), 209-220.
- Williams, L. J. & S. E. Anderson (1991). Job satisfaction and organisational commitment as predictors of organisational citizenship and in-role behaviours. *Journal of Management*, 17(3), 601-617.
- Wimalasiri, J.S. (1995). An examination of the influence of human resource practices, organisational commitment and job satisfaction on work performance. *International Journal of Management*,12(3),352-363.

- World Tourism Management (WTO, 2006) Global Trends Report at <http://www.Wtmlondon.com/images/100487/SHOWARTICLES/WTM>.
- World Tourism Organisation (WTO, 2006). Seminar on Tourism Sustainability and Local Agenda 21 in Tourism Destinations *and* Workshop on Sustainability Indicators for Tourism Destinations Jeddah, Saudi Arabia 18-22 February 2006.
- World Tourism Organisation (WTO, 2008, 2009). Tourism and the world economy, in the Facts and Figures section, available online at <http://www.unwto.org/index.php>.
- World Travel and Tourism Council (WTTC, 2006). Saudi Arabia Travel and Tourism Clamping to New Height: the 2006 Travel and Tourism Research, at <http://www.wttc.org2006TSA/pdf/Saudi%Arabia.pdf>.
- World Travel & Tourism Council (WTTC, 2012). Travel and tourism economic impact, Saudi Arabia.
- World Travel and Tourism Council (WTTC, 2006). Saudi Arabia Travel and Tourism Clamping to New Height: the 2006 Travel and Tourism Research, at <http://www.wttc.org2006TSA/pdf/Saudi%Arabia.pdf>.
- World Travel and Tourism Council (WTTC, 2013). Economic impact of travel and tourism 2013 annual update: Summary. Accessed at [www.wttc.org/site_media/uploads/downloads/economic_impact_of TT_ 2013_Annual_update-summary](http://www.wttc.org/site_media/uploads/downloads/economic_impact_of_TT_2013_Annual_update-summary).
- Worldatwork (2007). *The worldatwork handbook of compensation, benefits and total rewards*. Hoboken, New Jersey: John Wiley and Sons, Inc. Available at www.worldatwork.org/totalrewards-.
- Wright, B. E. (2007). Public service and motivation: does mission matter? *Publication Review* ,67(1),54-62.
- Wright, P. (1989). Motivation and job satisfaction. In C. Molender (Ed.), *Human resource management*. Lund, Sweden, Studentlitteratur.
- WTTC (2013). Travel and tourism economic impact-Middle East. Accessed on the 4th March, 2013 at http://www.wttc.org/site_media/uploads/downloads/middleeast20131.pdf.
- Wu, E., & Martinez, M. (2006). Taking cultural competency from theory to action. *The commonwealth Fund*.

- Wu, W., Yang, H., & Su, S. (2008). The influence of monetary incentives activities on operation performance of electronic companies in Taiwan. *Journal of American Academy of Business*, Cambridge, 13(2).
- Xiang, C. (September, 2009). Empirical study on employee job performance of coal enterprises. A paper presented during International Conference on Management and Science Service.
- Yavas, U., Karatepe, O.M., & Babakus, E. (2010). Relative efficacy of organisational support and personality traits in predicting service recovery and job performances: a study of frontline employees in Turkey. *Tourism Review*, 65(3), 70–83.
- Yazıcı, N. K. (2008). The effect of reward system applications on employee performance in service sector. Marmara University, Institute of Social Sciences, Master Thesis.
- Yeh, C. M. (2013). Tourism Involvement, Work Engagement and Job Satisfaction among Frontline Hotel Employees. *Annals of Tourism Research*, 42, 214-239.
- Yi, Han. (2008). The relationship between job performance and job satisfaction, organisational commitment, and goal orientation. *Acta psychological sinica*, 40(1), 84-91.
- Young, S., & Damrah, I. (2011). Saudi Arabia Tourism Opinion Piece. Colliers International Tourism.
- Yousif, M. E. E (n.d.). Motivation and its impact on the achievement of job satisfaction among employees in the industrial sector enterprises in the industrial city at Holy Makkah-KSA. An MBA master's thesis submitted to the Arab British Academy for Higher Education.
- Yurtseven, G. & Halici, A. (2012). Importance of motivational factors affecting employee satisfaction. *International Business Research*, 5(1), 72-79.
- Zaman, K., Nadia, S. H., Shah, S. S., & Jamsheed, H. (2011). Relationship between rewards and employees' motivation in the non-profit organisations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.
- Zikmund, W. G., Babin, B. J., Carr, J. C. & Griffin, M. (2009). *Business research method* (8th): USA: Allison Green.
- Zimmerman, W., Ryan, D., & Darnold, T. (2009). The impact of job performance on employee turnover intentions and the voluntary turnover process a meta-analysis and path model. *Personnel review*, 38(2), 142-158.